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ABSTRACT

This document examines the changes in organization and staffing of preservation programs since SPEC (the Systems and Procedures Exchange Center) surveyed members of the Association of Research Libraries (ARL) in 1985. It is based on responses of 109 ARL libraries to ARL preservation surveys, and additional contacts with 21 ARL libraries that have established major preservation programs. An introductory overview discusses the survey responses in the context of five trends: (1) institutionalization of preservation activities; (2) continuing changes in the organization and staffing of preservation programs; (3) significant growth in the size of preservation programs; (4) growing emphasis on broad administrative and managerial responsibilities; and (5) increased specialization in preservation positions. A compilation of preservation statistics is also provided. The major part of the document is made up of materials submitted by respondents; i.e., organization charts, position descriptions, and/or planning documents from Brown University; University of California at Berkeley; Case Western Reserve University; University of Chicago; Columbia University; University of Connecticut; Duke University; McGill University; National Library of Medicine; Northwestern University; Ohio State University; Oklahoma State University; Smithsonian Institution; University of Southern California; Southern Illinois University; University of Toronto; and Vanderbilt University. (SD)

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PRESERVATION ORGANIZATION AND STAFFING

By Jutta Reed-Scott
Program Officer
Association of Research Libraries

INTRODUCTION

There has been a significant increase in the number of ARL libraries that have established preservation programs managed by a preservation administrator since SPEC Kit #116 "Organizing for Preservation in ARL Libraries" was published in 1985. The data from the 1987-88 and 1988-89 ARL Preservation Statistics surveys offer persuasive evidence that preservation departments are becoming a standard feature of research libraries and that the number of staff engaged in preservation activities is increasing.

This kit examines the changes in organization and staffing of preservation programs since SPEC surveyed members of the Association of Research Libraries in Spring 1985. It is based upon the responses of 109 ARL libraries to the preservation surveys conducted by ARL in the past two years. In addition, in early 1990 the researcher contacted 21 ARL libraries that have established major preservation programs. Finally, the researcher reviewed preservation plans prepared by participants in the Preservation Planning Program operated by the Office of Management Services. Survey responses and materials submitted by 18 libraries indicate five trends: 1) institutionalization of preservation activities; 2) continuing changes in the organization and staffing of preservation; 3) significant growth in the size of preservation programs; 4) growing emphasis on broad administrative and managerial responsibilities; and 5) increased specialization in preservation positions. These trends underscore that today's preservation programs operate in a dynamic, changing environment and that the organization of preservation activities is still in a state of flux.

INSTITUTIONALIZATION OF PRESERVATION

The most striking trend over the past five years is the growth in the number of preservation departments that have been and are currently being established in ARL libraries. The 1985 SPEC survey identified 27 libraries as having a preservation department. The responses to the 1988-1989 ARL preservation survey indicate that 73 ARL libraries have preservation units.

Systematic preservation planning has played a critical role in shaping and advancing local preservation programs. The management and fiscal challenges inherent in implementing a preservation program are great, and the success of a preservation program is often directly proportionate to the extent of the planning and systematic needs assessment that precede action. There are several planning models available. One is the self-assisted Preservation Planning Program (PPP) that has been developed by ARL's Office of Management Services with support from the National Endowment for the Humanities. Seventeen ARL libraries have carried out the OMS Preservation Planning Program and another ten ARL libraries are currently undertaking this self-assisted planning process. Other ARL libraries have adopted this planning process independently, and still other ARL libraries have developed local preservation plans within a larger consortial context. Central to these planning efforts are several elements: identifying and assessing preservation needs; relating preservation needs to the library's mission and setting appropriate priorities; identifying and examining existing preservation activities; defining needed preservation functions and determining the overall organization of preservation activities; determining and allocating resources; creating a formal plan to improve the library's preservation program; and developing an implementation strategy.

Several quantitative measures delineate the growth of preservation programs in ARL libraries. One descriptive indicator is preservation expenditures. As preservation activities have gathered force, ARL libraries are committing substantial institutional funds. The very significant financial commitment to preservation can be calculated by comparing preservation expenditures with the amounts spent on acquisition of new materials. Increasingly ARL libraries are spending an amount equal to approximately 10 percent of the materials budget on preservation. A significant number of ARL libraries are committing substantially higher portions, ranging from more than 15 percent to 50 percent.

A significant factor contributing to the growth of preservation programs is the increased federal funding, particularly through the National Endowment for the Humanities, Office of Preservation. Funding from private foundations has also stimulated growth in preservation activity in research libraries. These external resources support and enhance preservation efforts of individual libraries and provide the basis for major preservation projects. They also present a major challenge of integrating grant-supported projects into the library's ongoing, locally supported preservation program.

ORGANIZATION

As preservation programs have matured into integral functions in research libraries, their organization and placement within the library structure have changed substantially. One notable trend is the consolidation and, in many instances, the centralization of preservation functions. While there remains considerable variation in the specific components of a centralized preservation unit, increasingly more functions, such as bindery preparation, collection repair and maintenance, conservation, brittle books programs and conservation are being incorporated into the preservation unit. At the same time, preservation activities continue to permeate all aspects of the library

The researcher acknowledges the assistance of Terry Allison, Assistant Head, Research Services Dept., University of California-San Diego Libraries in gathering survey data.

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operations. Effective integration of preservation activities into all library services and strengthened liaison between the preservation unit and other library operations are of critical importance.

The development of preservation programs and the establishment of separate organizational units have resulted in the realignment of preservation in the overall library organizational structure. A look at the placement of preservation in libraries reveals that two predominant models for reporting relationships are emerging: the preservation administrator reports to the Library Director or to the Assistant or Associate Director for Collection Development. It is interesting to note that for full-time preservation administrators the predominant reporting line is to the Assistant or Associate Director for Collection Development. In three ARL libraries, the close connection between collection development and preservation is further suggested by the expanded title of "Assistant or Associate Director for Collection Development and Preservation." Conversely, for part-time preservation administrators the reporting line tends to be to the library director. In some cases, this configuration represents a transitional approach that is intended to give emerging programs higher visibility, allow the preservation administrator greater flexibility in shaping the library's preservation strategies, and provide administrative support for mobilizing financial resources needed for implementing an effective preservation program.

Yet there remains a multiplicity of organizational patterns. Twelve ARL libraries place the preservation unit within technical services; five ARL libraries locate the preservation function within public services and special collections respectively; and five ARL libraries employed a variety of specialized organizational configurations. Organizational placement of preservation units in ARL libraries will continue to change. There appears to be no one proven organizational model, and "structure follows strategy" remains an operating principle. While the placement of preservation departments within the library structure varies, with few exceptions the preservation administrator reports to senior library management.

STAFFING

The staffing pattern within preservation programs reveals a broad range in the number of staff reporting to the preservation administrator. Yet with some notable exceptions, preservation units still typically depend on paraprofessionals and student assistants to carry out the daily work of the department. In more than 37 ARL libraries the preservation administrator is the only professional in the library's preservation unit. As preservation units mature, one essential characteristic is the growth and specialization of professional staff. The addition of an assistant preservation administrator, collections conservator, paper conservator, or microfilming manager is a key step in that process. Based on the analysis of the 1988-89 data from ARL libraries with established preservation programs, the number of professional staff ranged from less than 1 to 12, with an average of 1.31 (excluding the Library of Congress).

One striking aspect of staffing patterns is the scattering of preservation activities and staff responsibilities throughout the library. Even in libraries with large-scale preservation departments it is evident that preservation cannot be assigned to that single organizational unit entirely. Instead it is evident that there are preservation aspects embodied in the work of almost every library unit, and that preservation is a library-wide responsibility. This distributed staffing pattern implies a continued need for library-wide preservation training as well as for a focus on coordinated preservation policy formulation and integration of preservation functions.

TRANSITION TO PRESERVATION MANAGEMENT

One underlying theme apparent in the documentation is the expanding nature of preservation administration. A growing portion of the full-time preservation administrator's time is devoted to strategic aspects of management: planning new preservation projects; setting major policies; securing and allocating resources. Increasingly, preservation administrators balance three distinct but interconnected areas of responsibility. The first is managing the operations of the preservation unit or operational components of the preservation program, including bindery preparation, brittle books, conservation, and collection maintenance units. The second is a dynamic and strategic decision-making role where the preservation administrator works in an advisory, planning, or policy-setting capacity, both as an advocate for the preservation program and as an integral part of the library's management team. This can include administering library-wide preservation policies, developing new preservation projects, or writing grants to expand funding resources. A third area of responsibility is the liaison function of the preservation administrator where he/she represents the library's preservation program to the university community, participates in state-wide coordinated preservation planning, or is involved in national preservation projects. These multiple responsibilities require that preservation administrators belong to and function effectively in several different structures and environments, develop managerial strategies appropriate to a variety of preservation problems and cope with competing demands for their time and energy from different constituencies. The shifting and expanding role of preservation administrators will require an ongoing commitment to upgrade managerial skills, strengthen problem-solving abilities, and enhance interpersonal capacities.

ISSUES AND TRENDS

The success of a library's preservation program is in large part related to the effectiveness of the organizational structure and management of preservation efforts as well as the success in mobilizing needed financial resources. It is evident that the current trend in organization improvement efforts will accelerate. As the number and size of preservation programs grow and as changes take place in the preservation field, assessment of current practices will continue. The perennial debate over the best way to organize preservation will undoubtedly go on. As research libraries experiment with new administrative, budgetary, and cooperative configurations, exploration of alternative approaches to organizing preservation functions may result in new models. The overall goal of reorganization efforts is to make the process of preserving research collections cost-effective and user-beneficial.

Another trend is contracting out some preservation activities. This trend is most apparent in preservation microfilming. The analogy between the demise of in-house bindery programs and in-house microfilming programs appears inescapable. The analysis of the ARL preservation statistics suggests that libraries are moving away from in-house operations to greater reliance on regional centers or commercial service bureaus. The availability of fee-based preservation microfilming services that include preparation of materials for microfilming, filming itself, processing, and even preparation of bibliographic records will allow an alternative to staffing the preservation microfilming function in-house.

Research libraries are dynamic and evolving organizations responsible for providing an increasingly broad spectrum of information services to their client groups. Not only must preservation programs compete with other library priorities, such as library automation efforts, new information services, and ongoing collection development programs, they must also meet the complex challenges presented by the onset of the "information age." The rapid introduction of new information technologies into libraries will focus increasingly attention on the preservation of electronic media. The changing nature of collections will place new demands on preservation programs and on preservation administrators, who will have to expand their technological knowledge and expertise to deal with ever-changing information systems.

There is no doubt that new preservation technologies will have a profound impact on the organization and staffing of preservation. In some cases, they may enhance preservation management through computer-supported decision-making systems. In other cases, they will radically alter the nature of preservation work. The most significant impact is likely to be the availability of deacidification technology that will make possible mass treatment of acidic library collections. Mobilizing resources for large-scale mass deacidification projects will force preservation programs to face difficult technical, organizational and economic challenges.

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Kit #160
January 1990

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ARL PRESERVATION STATISTICS

ARL PRESERVATION STATISTICS

1987-88

A Compilation of Statistics

from the Members of the

Association of Research Libraries

An Internal Report

Compiled by

Jutta Reed-Scott

and

Celeste Feather

ASSOCIATION OF RESEARCH LIBRARIES
WASHINGTON, D.C.

June 1989

	PERSONNEL (FTE)								CONSERVATION TREATMENT			BINDING		PRESERVATION MICROFILMING	
	PRESERVATION UNITS				LIBRARY-WIDE										
	Prof. Staff	Nonprof. Staff	Student Assts.	Total Staff	Prof. Staff	Nonprof. Staff	Student Assts.	Total Staff	Volumes: Minor Treatment	Volumes: Interm. & Major Treatment	Total Volumes Treated	Volumes: Contract Binding	Total Volumes Bound	Total Titles	Total Exposures
UNIVERSITY LIBS.	109.95	278.88	124.06	512.14	167.68	646.37	306.83	1110.68	598,851	175,249	766,914	2,515,580	2,573,413	35,151	9,030,400
NONUNIVERSITY LIBS.	83.3	130.8	6.05	220.15	126.95	190.5	11.85	329.3	49,561	11,986	61,547	338,009	389,639	18,961	14,800,647
ALL ARL LIBS.	193.25	409.68	130.11	732.29	294.63	836.87	318.68	1439.98	648,412	187,235	828,461	2,853,589	2,963,052	54,112	23,831,047

EXPENDITURES (in dollars)

	Total Salaries & Wages	Contract Conservation	Contract Binding	Contract Preserv. Photo.	Contract Preserv. Microfilm	Other Contract Expend.	Total Contract Expend.	Supplies	Equipment	Total Preserv. Expend.	Total Lib. Materials Expend.	Total Library Expend.
UNIVERSITY LIBS.	17,418,427	750,386	17,476,951	239,541	1,177,965	99,069	19,743,911	1,980,211	408,038	38,747,729	368,605,670	1,125,497,649
NONUNIVERSITY LIBS.	7,280,548	132,800	1,972,797	5,732	2,639,564	1,479,980	6,230,873	478,487	306,508	11,296,539	33,356,879	395,976,466
ALL ARL LIBS.	24,698,974	883,186	19,449,748	245,273	3,817,529	1,579,049	25,974,784	2,458,698	714,546	50,044,268	401,962,549	1,521,474,115

Part II. Analysis of Core Data for All Reporting Libraries

1. Organizational Structure

a. Preservation Administration

The most significant means for measuring the progress of ARL libraries in increasing their preservation efforts is to track the establishment of preservation programs managed by a preservation administrator. The data offer persuasive evidence that preservation programs are becoming a standard unit in research libraries. As displayed in the data tables, 76 institutions indicated that the library has appointed a preservation administrator, and of those, 48 libraries reported that the preservation program is managed by a full-time preservation administrator. Responses are summarized below.

Table 1. Administration of Preservation Programs

Full-time preservation administrator	48 (44%)
Part-time preservation administrator who devotes 50% or more time to preservation activities, but not 100%	11 (10%)
Part-time preservation administrator who devotes less than 50% of time to preservation activities	17 (16%)
No preservation administrator	33 (30%)

b. Reporting Relationships

While the creation of separate preservation units in ARL libraries is becoming quite common, their placement is far from uniform. The 76 responses to the question on reporting relationship show four basic organizational patterns. The dominant reporting relationship of the preservation administrator is to the assistant or associate director for collection management or to the library director. The next most-cited reporting relationship is to the assistant/associate director for technical services. The remaining libraries chose a variety of organizational options placing the preservation administrator within special collections, public services, or administrative services. Although the placement of preservation departments within the library structure varies, with few exceptions, the preservation administrator reports to senior library management.

Table 2. Position to Which Preservation Administrator Reports

Assistant/Associate Director for Collection Management	21.5	(29%)
Director of Libraries	21	(28%)
Assistant/Associate Director for Technical Services	14.5	(20%)
Assistant/Associate Director for Public Services	7	(9%)
Other	11	(14%)

2. Personnel

The size of the staff reporting to the preservation administrator is a key factor in defining a library's level of preservation program development. The table below displays the correlation between number of professional staff and the number of nonprofessional staff and student assistants in preservation units. The median figures for staff size are used as indicators of the midpoint in the distribution at which values cluster. The preservation administrator is included in the number of professional staff. (Total of 76 programs reported).

Table 3. Staffing Patterns of Preservation Programs

Number of Professionals	Median of Nonprofessionals	Median of Student Assistants	Median of Total FTE
less than 1 (51%)	.13	0	.88
1 - 1.9 (23%)	3.3	1.2	6.3
2 - 3.9 (14%)	2.65	2	8.5
4 or more (12%)	13	3.5	22.7

For a variety of reasons, libraries did not provide accurate statistics regarding the number of FTE staff engaged in preservation activities library-wide. The primary reason for this is the complexity of organizational structures. The more decentralized preservation activities are, the more difficult it becomes to provide accurate data. A second reason is that several institutions could provide data only for those staff reporting to the preservation administrator. Caution

should be used in interpreting the data below, because of these problems. (Total of 102 libraries reporting data).

Table 4. Staffing Patterns of Preservation Activities Library-Wide

Number of Professionals	Median of Nonprofessionals	Median of Student Assistants	Median of Total FTE
less than 1 (39%)	3.74	1.19	6.03
1 - 1.9 (26%)	6	3.4	11.1
2 - 3.9 (19%)	6.1	3.1	12.1
4 or more (15%)	15	2.85	24.88

3. Expenditures

The financial support for preservation activities in ARL libraries shows a substantial range from below 100,000 to more than 2.2 million during fiscal year 1987-88. As a corollary, ARL libraries spend from 1.14% to as much as 12.65% of total operating budgets for preservation.

The table below summarizes preservation expenditures by displaying the midpoint for three ranges for all reporting ARL libraries. It also indicates corresponding median preservation expenditures as percent of total operating expenditures.

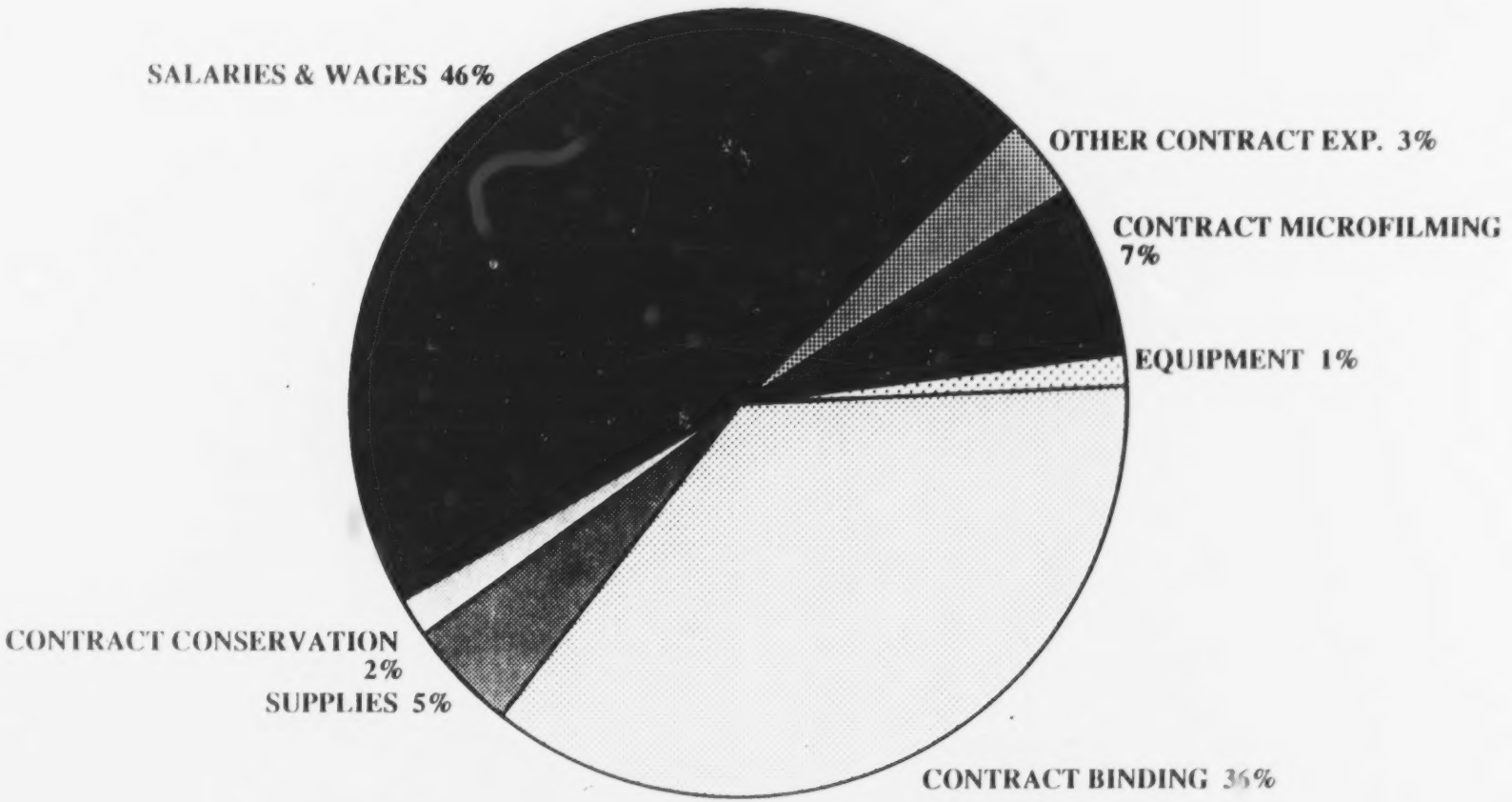
Table 5. Preservation Expenditures

	Median of First Quartile	Median of All Responses	Median of Third Quartile
Total Preservation Expenditures	$760,206	$315,515	$253,641
Preservation Expenditures as Percent of Total Library Expenditures	5.11%	3.21%	2.82%

The graph on the following page highlights the allocation of preservation expenditures. While local needs and capabilities will determine the exact allocation of budgetary resources to various activities, it is useful to look at the aggregate apportionment for ARL member libraries. In both cases the largest category is salaries and wages followed by binding expenditures. The graph displays the allocation of preservation expenditures based on data from all reporting ARL libraries.

PRESERVATION EXPENDITURES 1987 - 1988

GRAND TOTALS



ORGANIZATION CHARTS

Fulltime Preservation Administrators in ARL Libraries
Reporting Relationships

Positions reporting to:

INSTITUTION	TITLE REPORTING TO
	Director of Libraries
Arizona State	Dean, University Libraries
Brown	University Librarian
Emory	Vice Provost & Director of Libs.
Harvard	Director of Libraries
Ohio State	Director of Libraries
SUNY - Buffalo	Assoc. Vice. Provost for Univ. Libs
	Head, Collection Development
California, Davis	Asst. Univ. Lib. for Collections
California, Los Angeles	Assoc. Univ. Lib. for Coll. Dev.
Cornell	AUL for Coll. Dev. & Preservation
Delaware	Asst. Dir. for Collection Mgmnt.
Indiana*	Assoc. Dean Tech. Serv, AD for Coll
Iowa State	Asst. Dir. for Coll. Development
Johns Hopkins	Assoc. Dir. for Coll. Services
Library of Congress	Assoc. Lib. for Collection Serv.
New York	Director, Collection Management
Northwestern	AUL Collection Management
Southern California	AUL for Collection Development
SUNY - Stony Brook	Coordinator of Collection Dev.
Tennessee	Assoc. Dean Coll. Dev. & Mgmt.
Texas	Dep. Asst. Dir for Coll. Dev.
Toronto	Assoc. Lib. for Coll. Dev. & Pres.
Wisconsin	Assoc. Direc. for Coll. Devl, Pres
	Head, Technical Services
California, Berkeley	Assoc. Lib. for Technical Services
Case Western Reserve	Asst. Director for Technical Serv.
Columbia	Director, Technical Services
Conecticut	Assoc. Dir. for Tech. Serv. & Sys.
Florida	Director for Technical Services
Indiana*	Assoc. Dean Tech Serv, AD for Coll.
Laval	Head, Technical Services
Maryland	Assoc. Dir. for Tech. Services
Michigan	Asst. Dir. for Technical Services
Missouri	Head of Tech. Serv. & Acqui. Coor.
Stanford	Director of Technical Services

Head, Public Services

Chicago	Assoc. Dir. for Public Services
NLM	Chief, Public Services Division

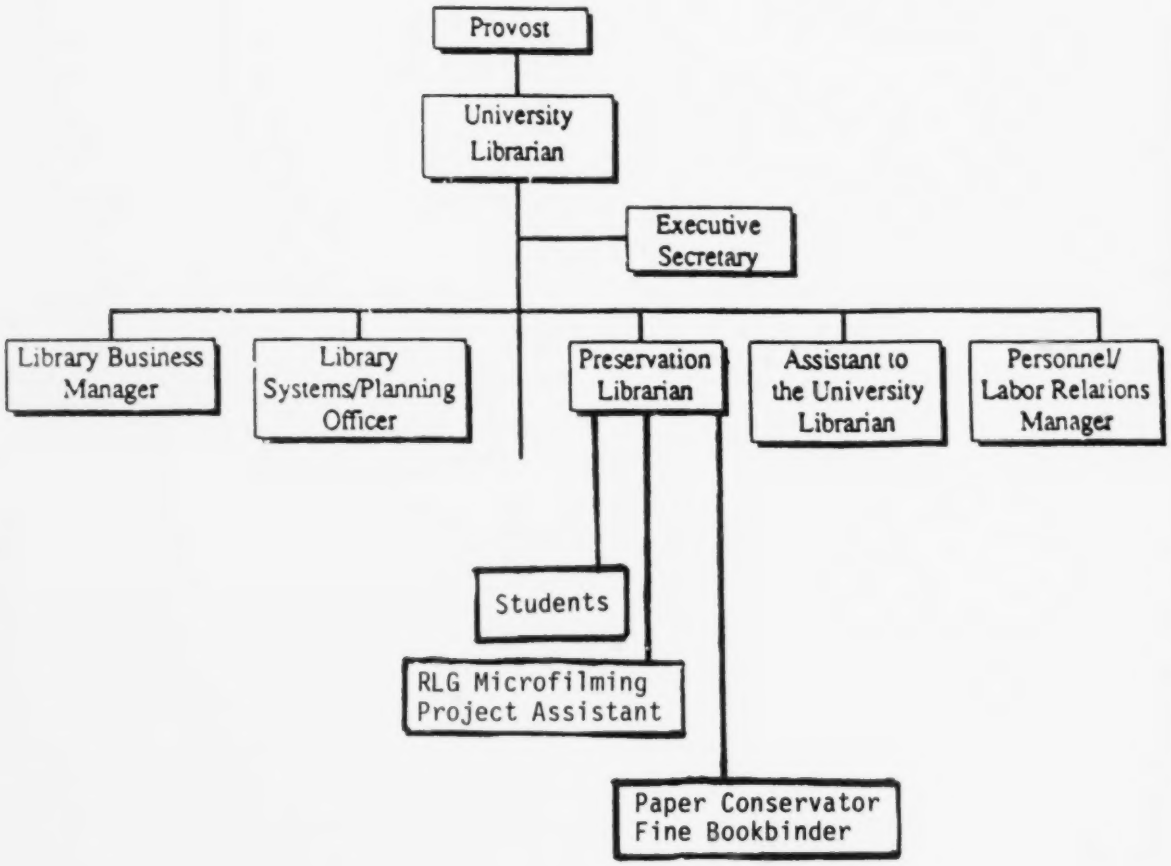
Special Collections and Archives

Illinois, Urbana	Asst. Dir. for Sp. Coll. & Pres.
McMaster	Director of Archives & Res. Colls.
SUNY - Albany	Head, Spec. Coll. & Archives
Vanderbilt	Head, Special Collections
Virginia	Director, Special Collections

Other

Brigham Young	Asst Univ. Lib. for Gen. Services
New York Public	Assoc. Dir. for Preparation Serv
New York State	Prin. Lib., Coll. Mgmt./Network
Pittsburgh	Asst. Dir. for Pres. & Coop. Plan.
Princeton	AUL for Administrative Services
Southern Illinois	Serials Librarian

POLICY 1.4
BROWN UNIVERSITY LIBRARY
ORGANIZATION CHART



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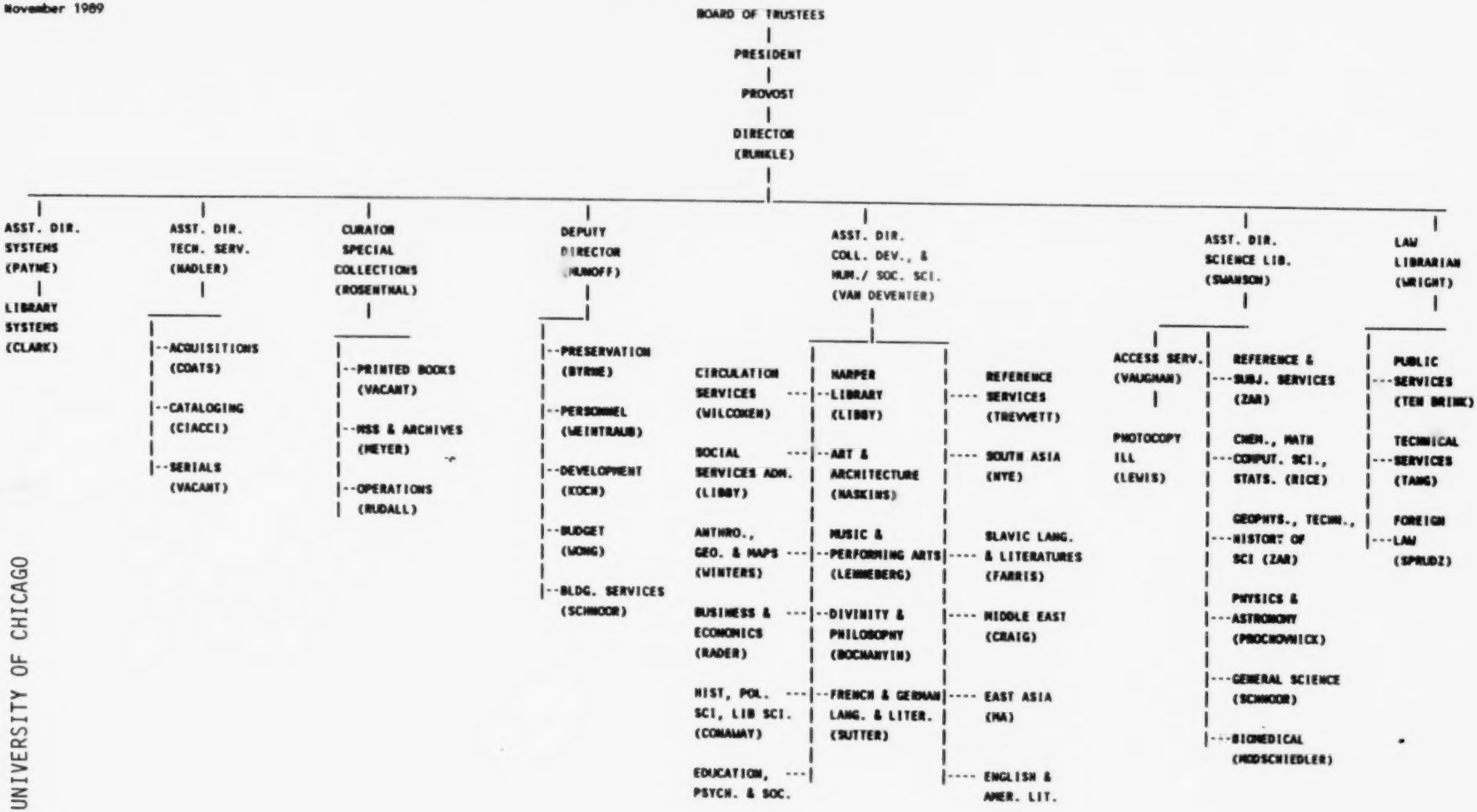
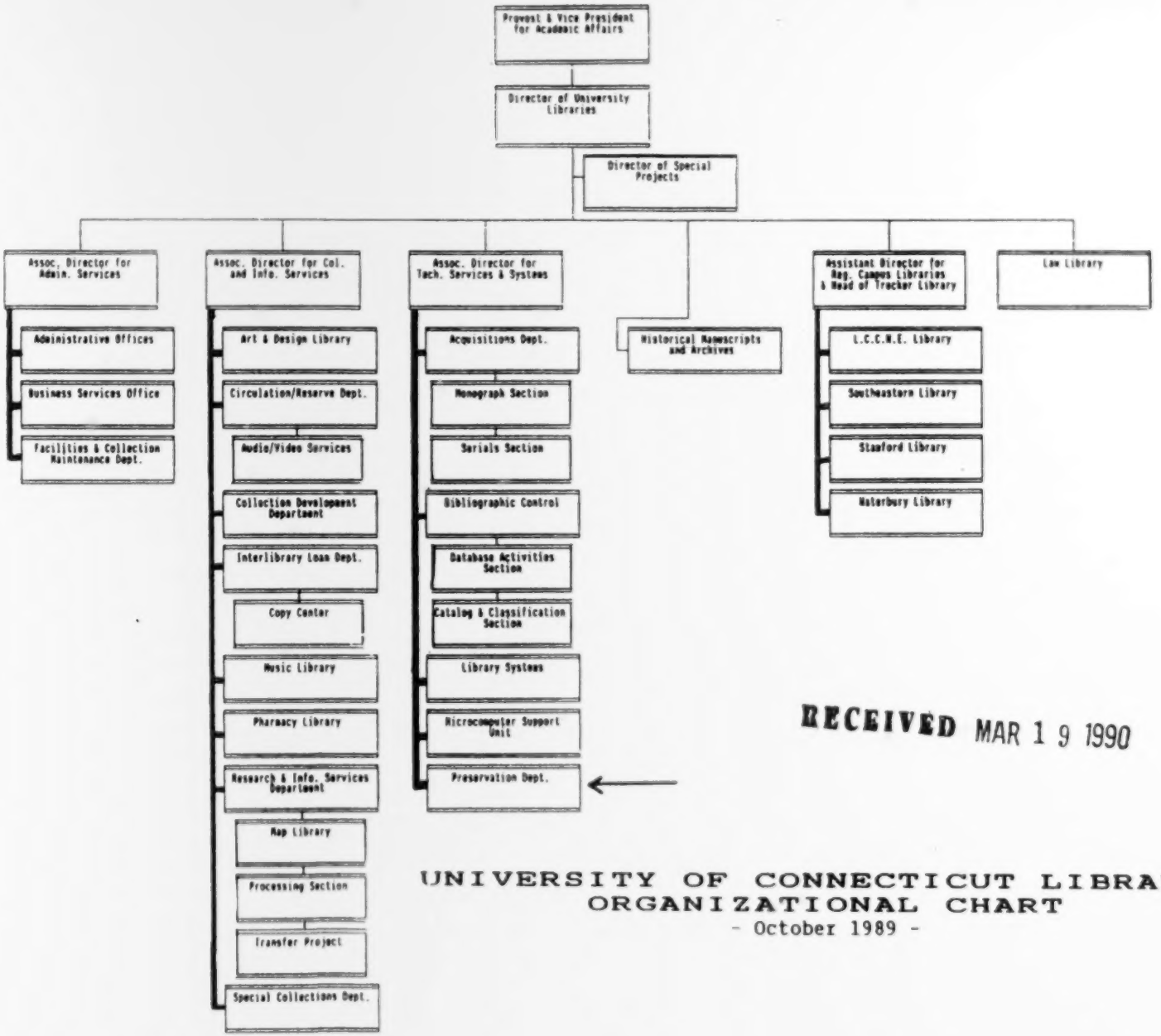


THE UNIVERSITY OF CHICAGO



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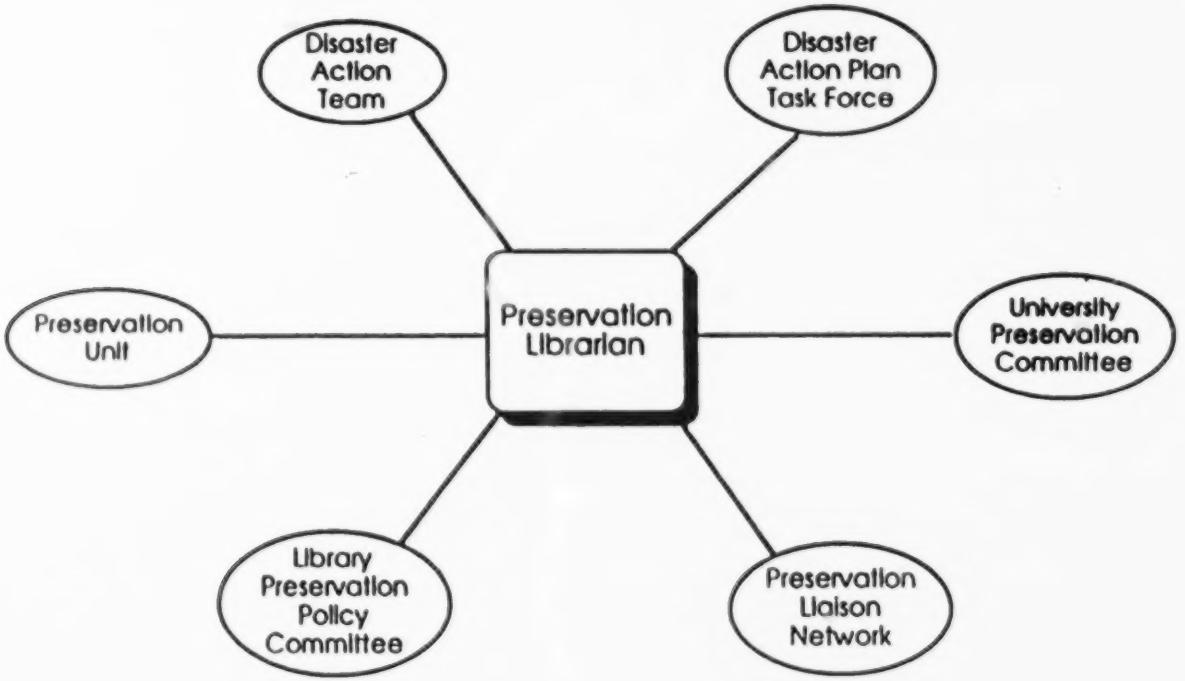

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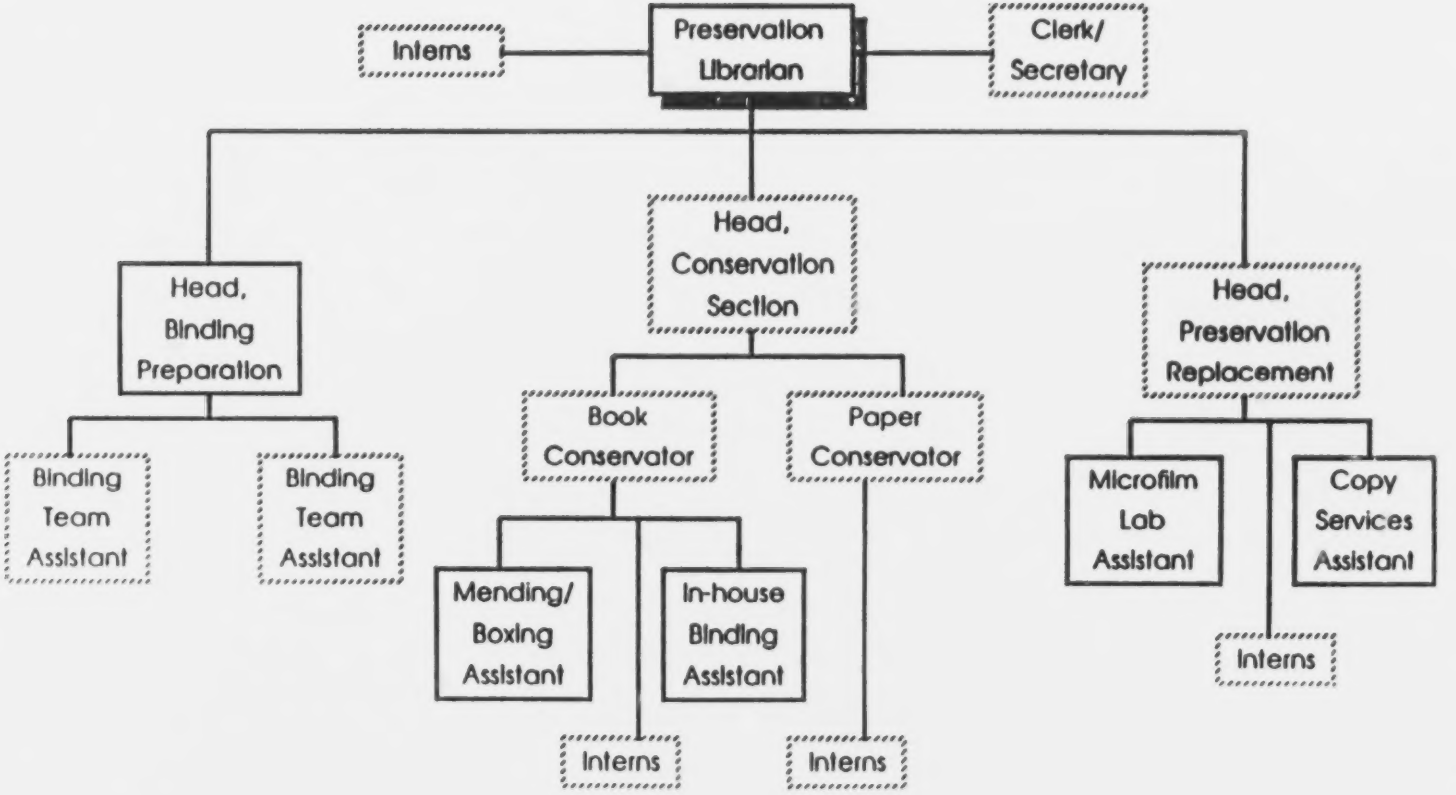

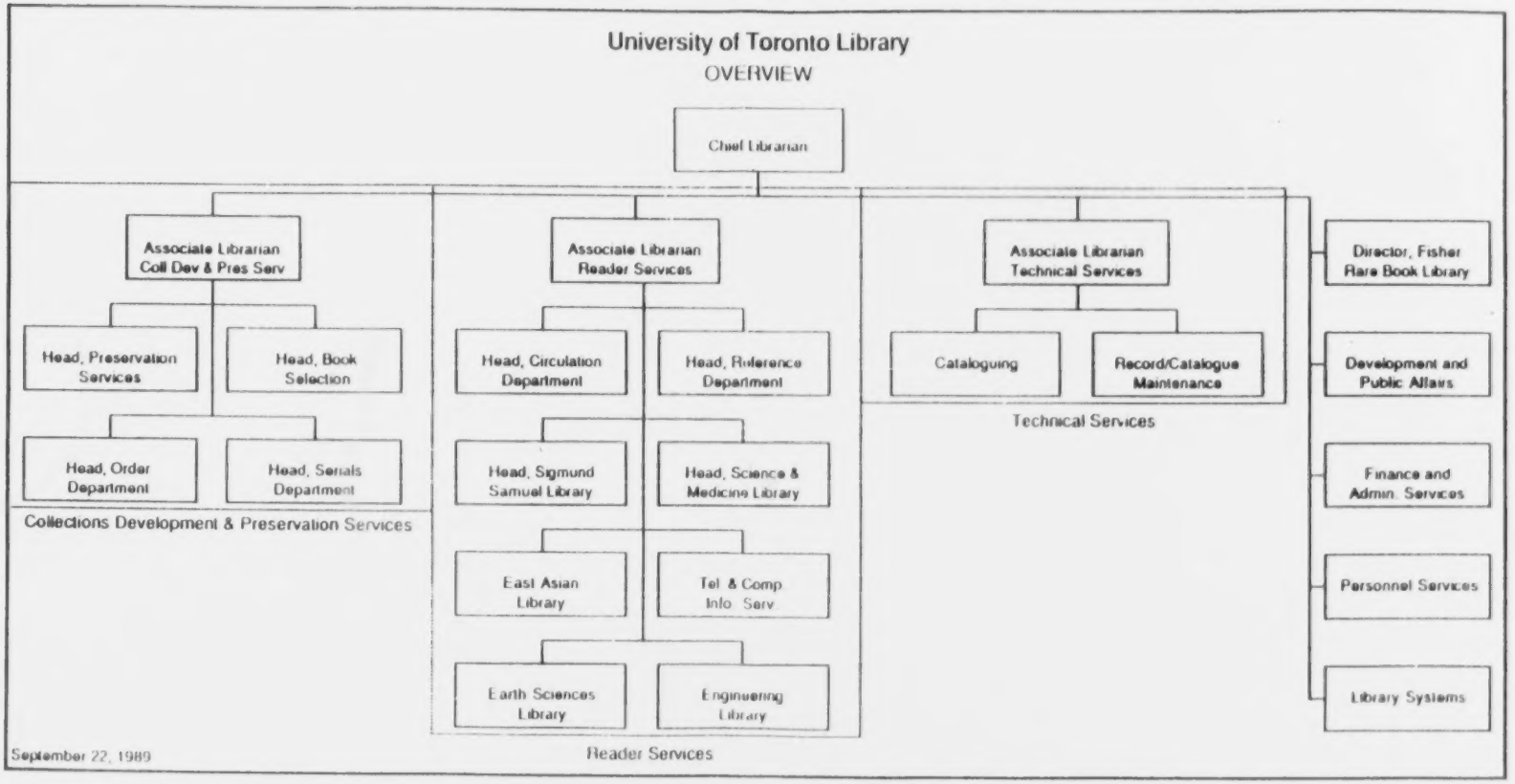
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Associate Librarian Coll Dev & Pres Serv
Head, Preservation Services
Head, Book Selection
Head, Order Department
Head, Serials Department
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Head, Reference Department
Head, Sigmund Samuel Library
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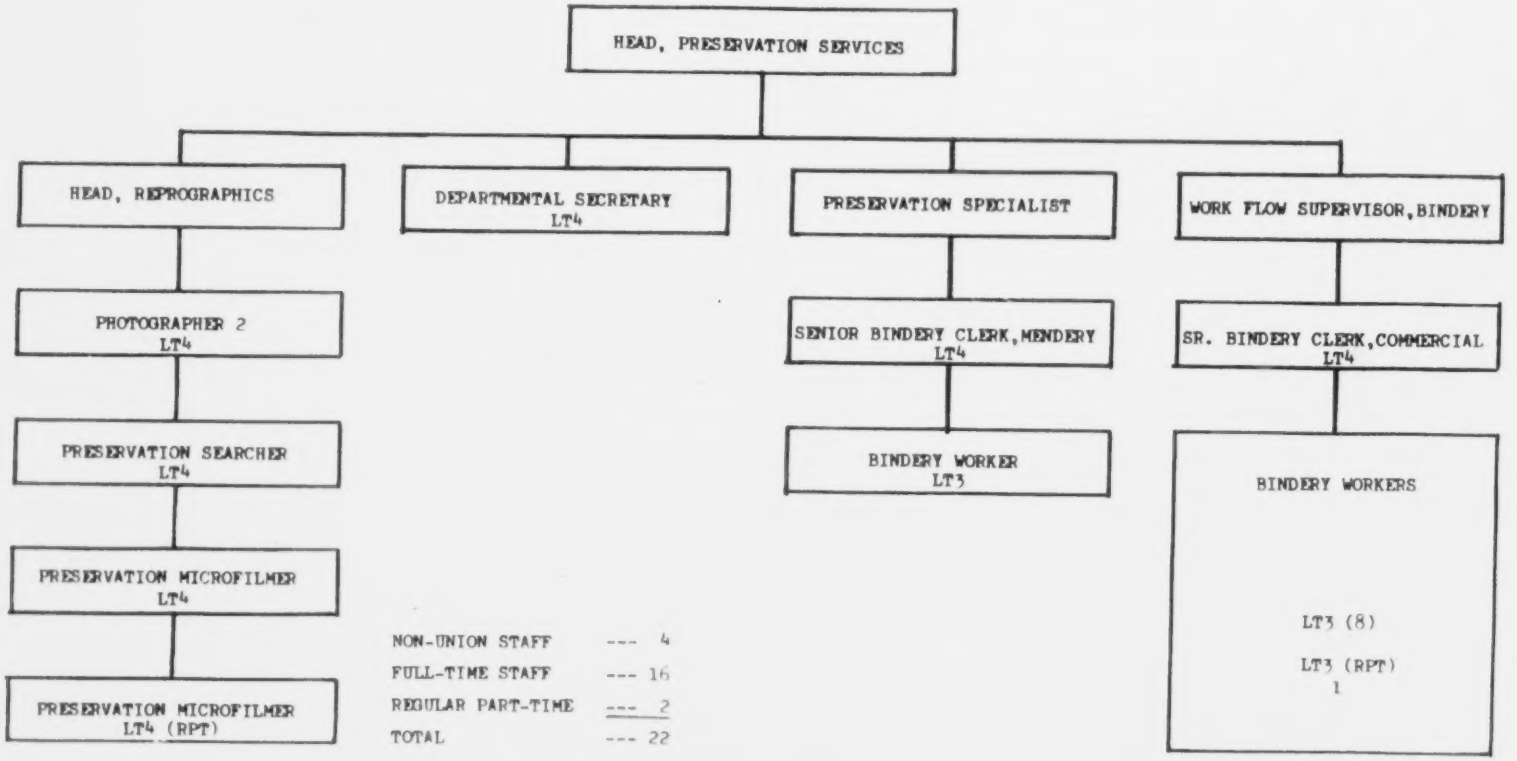
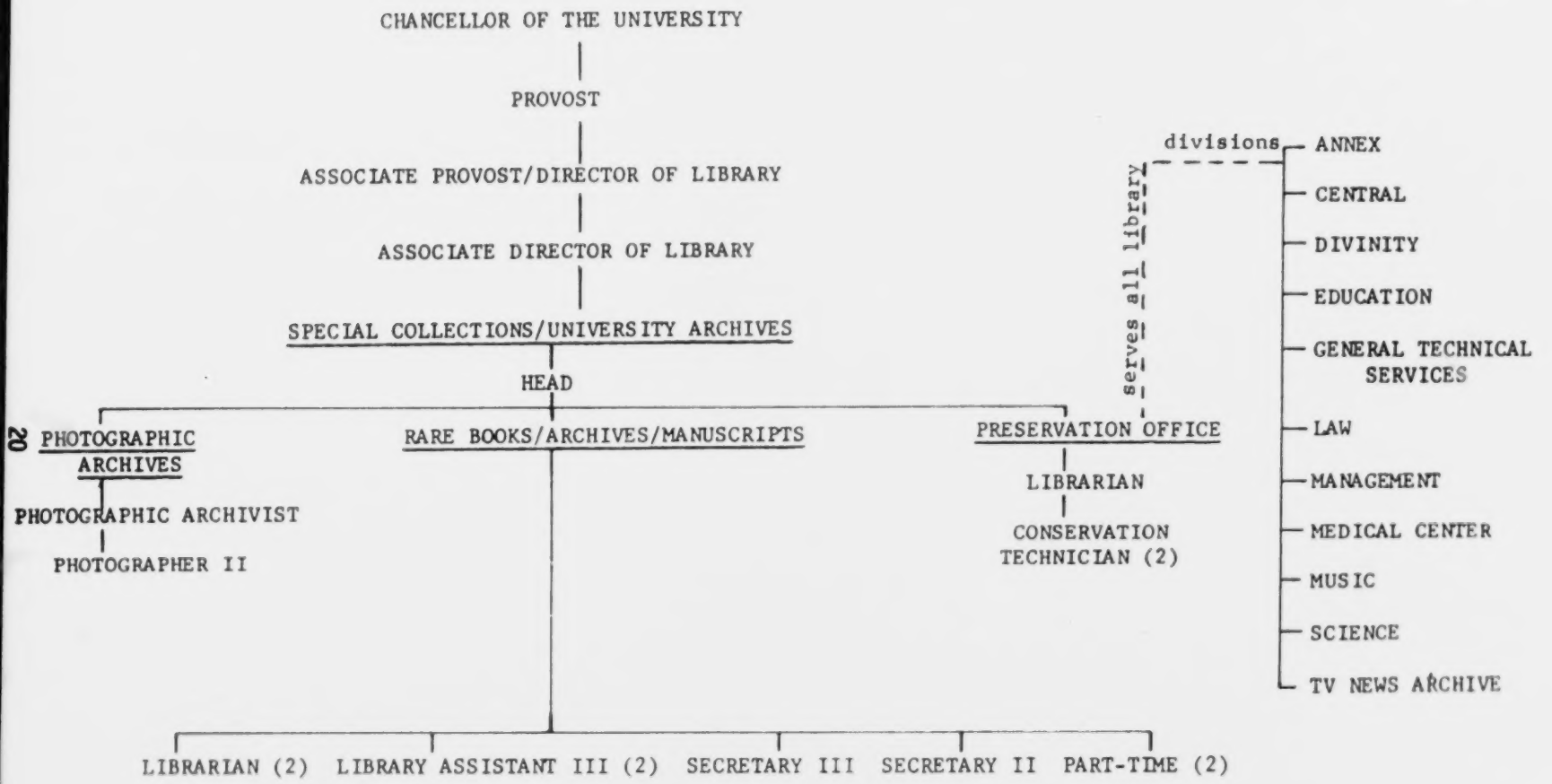
September 22, 1989

PRESERVATION SERVICES



NON-UNION STAFF	--- 4
FULL-TIME STAFF	--- 16
REGULAR PART-TIME	--- 2
TOTAL	--- 22



VANDERBILT UNIVERSITY

JEAN AND ALEXANDER HEARD LIBRARY OF VANDERBILT UNIVERSITY
ORGANIZATIONAL CHART OF SPECIAL COLLECTIONS, 1990

POSITION DESCRIPTIONS

Brown University Library
PROFESSIONAL POSITION

POSITION TITLE: Preservation Librarian

REPORTS TO: University Librarian

SUMMARY: Temporary position responsible for determining the Library's preservation needs by surveying collections and analyzing current preservation and conservation operations and procedures, making recommendations as to the appropriate program to be implemented by the Library.

POSITION FUNCTIONS:

Develop long and short-range preservation plans for the Library, estimating costs, setting priorities, suggesting methods for preserving materials and managing collections, recommending means for continued monitoring of environmental conditions and suggesting improvements in those conditions, identifying cooperative activities in which the Library should participate.

Examine current Bindery, Conservation Laboratory and preservation staffing, stack and collection maintenance units, facilities, policies and practices and make recommendations concerning administration, coordination and organization. Study the issue of whether the Library should operate its own microfilming facility.

In consultation with the University Librarian, develop a Position Content Description for a permanent Preservation Officer, who would assume responsibility for the implementation of the preservation program designed in this project.

Direct staff in a preservation survey of collections in the Library, including all formats, and the conditions under which the collections are used, processed and stored.

Develop preservation policies for the Library, in consultation with appropriate staff, covering standards for binding, safe storage, replacements, handling of materials, acquisition of material in microformat, etc.

Review the Library's disaster plans and emergency control operations and recommend possible improvements.

Make recommendations on a preservation education program for staff, student assistants, and the general university community. Conduct workshops and training sessions for staff and student assistants; develop hand-outs for library users, and obtain training materials for staff.

Develop grant proposals for preservation of general collections and other special preservation projects; work with the Development Office to identify potential funding sources. Design proposal for RLG cooperative microfilming project; supervise project if funded.

Perform personnel duties involved with interviewing, hiring, training, supervising and evaluating staff. Encourage optimum staff participation and performance.

Keep current with developments in preservation through attendance at professional meetings and reading the literature, recommending new policies and techniques to the University Librarian. Serve as the Library's resource person and representative on preservation matters.

Posting for Conservation Technician
February 89

The Library of the University of California at Berkeley is seeking a conservation technician to work in its Conservation Department. The Department is charged with maintaining Berkeley's library collections (including 7 million volumes, 300,000 maps, and 42 million manuscripts) in usable condition for instruction and research.

The Conservation Technician (Library Bookmender) will work in the Conservation Treatment Division of the Department with a group of four Senior Conservation Technicians under the supervision of the Collections Conservator.

Responsibilities:

Perform conservation treatments on general collections books up to Departmental standards of accuracy, neatness, and efficiency. Treatments include book and paper repair, consolidation of textblocks prior to binding, and serving on the Library's disaster response team.

Qualifications:

Graduation from high school or GED required; graduation from college or equivalent desirable.

Good verbal communication skills required, in order to understand and follow oral and written instructions and to learn and use conservation terminology.

Knowledge and abilities essential to the successful performance of the duties assigned to the position are required, including evidence of manual dexterity and craft skills acquired through repair, design or construction. Experience or knowledge of conservation bookbinding highly desirable.

Job Description
Conservation Technician (Bookmender)

Time Responsibilities

90-95% Performing conservation treatments up to Department standards of neatness, accuracy, and efficiency.

Binding repair:
* removal of bindings
* preparation of textblocks for application of new cases by the Library Bindery
* collation of textblocks
* consolidation of sewn textblocks
* sewing pamphlets into pam binders

Minor Treatments:
* photocopying replacement leaves for tipping into textblocks
* tipping in leaves
* inserting pockets
* attaching bookplates

Paper Treatments (bound and unbound materials):
* dry cleaning
* paper repairs, using:
  - paste
  - paste and Japanese tissue
  - heat set tissue
* refolding flat paper or bound fold-outs
* guarding folds
* applying hinged guards
* filling holes

5-10% Lab Procedures:
* making endsheets
* cutting super
* tool and equipment maintenance
* clean-up

Emergency Procedures:
* preparing wet library materials for freezing
* air drying wet library materials

Professional Position Available at Berkeley

Head, Preservation Replacement/Photographic Service

Assistant - Associate Librarian

26,136 - 37,512 per annum hiring range*

THE DEPARTMENT: The Conservation Department is responsible for maintaining the research collections of the Library consisting of the Main Library, Moffitt Undergraduate Library, the Bancroft Library, and 23 branch libraries. The Department presently has four operating divisions: Conservation Treatment, Binding Preparation, Preservation Replacement and Library Photographic Service. The staff currently consists of 2 FTE librarian, 15.5 FTE staff, and 4.5 FTE student assistants.

THE POSITION: The Head, Preservation Replacement/Photographic Service has general management responsibility for the Preservation Replacement Division (2 career employees and 6-8 part-time students) and Library Photographic Service (4 career employees and 3-5 part-time student assistants). The Preservation Replacement Division manages all phases of the review and replacement process for items too deteriorated for continued circulation. Library Photographic Service is a self-supporting recharge photography lab responsible for preservation microfilming and copy photography for the Library and outside customers.

DUTIES: Under the direction of the Department Head, the Head, PR/PS has general responsibility for the management of the operations and activities of Preservation Replacement and Photographic Service, including:

1) production, including quality and quantity of products;
2) general supervision of personnel, hiring, termination, performance reviews, work schedules, and leaves of absence;
3) identification and resolution of matters in which policy decisions are required;
4) participation in budget preparation and in the monitoring and tracking of budget and grant monies; service as preservation project manager;
5) evaluation and revision of policies and procedures to increase effectiveness and efficiency; preparation of documentation;
6) service as liaison to other Departments as needed.

In addition, assists Department Head as needed in assignments including, but not limited to:

1) representation in Library-wide activities;
2) representation of the UCB preservation program within the University, state, region, and nation;
3) preparation of grant proposals and implementation of grant projects;

4) long-range planning for, and management of, program research and development to meet UCB preservation needs;
5) education and training in preservation practices and procedures;
6) special projects.

QUALIFICATIONS: MLS degree or equivalent and demonstrated professional accomplishments relevant to the responsibilities of the position. Knowledge of preservation replacement, microfilming, and copy photography operations. Effective interpersonal skills and ability to communicate orally and in writing. Experience in managing elements of a preservation program in a research library, preparing and administering grants, budget management and supervisory experience highly desirable.

*Rank and salary will be based on the qualifications of the candidate selected to fill the position.

Librarians at the University of California are represented by an exclusive bargaining agent, the American Federation of Teachers (AFT). This position is included in the bargaining unit.

The position will be available August 1, 1989.

CLOSING DATE FOR APPLICATIONS: JUNE 30, 1989.

APPLICANTS SHOULD APPLY IN WRITING, INCLUDING WITH THEIR LETTER, A COMPLETE STATEMENT OF QUALIFICATIONS, A FULL RESUME OF THEIR EDUCATION AND RELEVANT EXPERIENCE, AND THE NAMES AND ADDRESSES OF THREE REFERENCES WHO ARE KNOWLEDGEABLE ABOUT THEIR QUALIFICATIONS FOR THIS POSITION.

Send Applications To:
Janice Burrows
Director of Library Human Resources
447 Library Annex
University of California
Berkeley, CA 94720

The University of California is an Equal Opportunity, Affirmative Action Employer

CASE WESTERN RESERVE UNIVERSITY

LIBRARY CONSERVATOR

POSITION DESCRIPTION

To administer functions or units of the University Libraries to preserve and restore library collections to optimize their usability to students, faculty and staff.

A. Administer daily operations of Conservation Program through delegation of responsibility to assigned staff and by personal action.

B. Develop channels of communication between Conservation Department and others within the University library system. Is liaison to institutions outside the University for conservation programs.

C. Develop and administer training programs for professional and clerical staff for University library system.

D. Provide Director with operational data necessary to develop budget.

GENERAL

Under the general supervision of the Director of University Libraries, supervises, develops and organizes the Conservation Program of University Libraries.

SPECIFIC

Is responsibile for the Conservation Program, which includes:

1. develop and implement policies and procedures.
2. design, initiate and direct comprehensive preservation program.
3. direct and perform all levels of treatments and procedures for book and paper restoration.
4. examine and monitor on a regular basis the Libraries' environmental conditions.
5. develop a testing and quality control program for all materials and supplies used on or in conjunction with library materials. Make recommendations for purchase of best supplies for long term preservation of collection.
6. educate and train staff and patrons in proper care of collection.
7. serve as a clearing house for information on conservation and preservation of library materials.
8. prepare and coordinate budget estimates for preservation of collection. Conclude arrangements for preservation measures to be performed externally.
9. at the request of the Director, develop and prepare grant proposals.

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QUALIFICATIONS

Applicant or incumbent should be prepared to submit evidence of professional qualifications and activities such as scholarship, membership (offices held), awards, contributions to the field of conservation, advanced training, etc.

Education:

1. B.A. or B.S. Undergraduate Degree in the liberal arts or sciences.

2. Certification of successful completion of advanced training from a recognized Institute, Center, or School for Conservation Studies, or 3-5 years cumulative practical experience in book and paper conservation as an apprentice with a Conservation Department in a research or University library or under the direction of private individuals of recognized skills and abilities within the field of conservation.

3. Should have a strong background in, or evidence of continuing education divided equally among the following areas: administrative and communicative skills, chemistry, craft skills including hand bookbinding, history of the book and connoisseurship, graphic technology and production history, library science.

Experience:

1. Three years experience in the conservation of library materials at the university research library level.

2. Administrative and supervisory experience.

Other:

1. Ability to interact amiably and effectively with other members of the University Libraries staff as well as representatives from other area Institutions.

2. Ability to coordinate a number of diverse activities successfully.

3. Ability to function effectively with only minimal supervision.

Salary:

COLUMBIA UNIVERSITY LIBRARIES

Personnel Office — *Announcement of Vacancy*

Dist: 1;2,3,4,5,8 — August 11, 1989

Job #90-4

Foundations of Western Civilization
Preservation Project Coordinator

(PC II)

Temporary Three-Year Position

Reporting to the Assistant Director for Preservation, this new position has primary responsibility for managing the Columbia University Libraries' 3-year NEH-funded preservation project, which will inventory 150,000 volumes in the fields of Classical, Medieval, and Renaissance history, religion, and philosophy; perform bibliographic searching; and provide or procure preservation treatments and/or replacements as appropriate. Responsibilities include planning, helping to develop project guidelines and design workflows, and coordinating implementation, including hiring and training approximately 18 FTE support staff. The Project Coordinator will supervise staff assigned to bibliographic searching, physcial prepartation and queuing of of volumes to be filmed, shipping to and receiving shipments from the filmer, and quality inspection. He or she will also take responsibility for monitoring and coordinating workflow and productivity in all participating library units; ensuring the proper standards andprocedures are followed; solving problems and assisting staff as needed; maintaining contacts with outside vendors; monitoring allocation of grant resources in conformity with the budget; and keeping records and preparing progress and statistical reports.

In addition to an accredited MLS, requirements are: aptitude for analytical work and strong organizational skills as demonstrated through previous relevant experience; formal training or equivalent experience in preservation; experience with technical processing in a large library environment; ability to work with staff at all levels ina fluid, complex organization and to communcate effectively verbally and in writing. Preferred qualifications include: knowledge of preservation microfilming policies and procedures; previous supervisory experience; experience with electronic spreadsheets, cost indexing, management statistics and/or budgeting; and working knowledge of German, French or Latin.

- continued -

The assistance of staff members in identifying qualified women and members of minority groups for our consideration would be appreciated.

Salary ranges are: Librarian I: $27,500 - $35,750; Librarian II: $29,500 - $39,825; Librarian III: $32,500 - $47,125. Excellent benefits include tuition exemption for self and family and assistance with University housing.

Send resume, listing names, addresses and phone numbers of three references, to: Kathleen Wiltshire, Director of Personnel, Box 35 Butler Library, Columbia University, 535 West 114th Street, New York, NY 10027. Deadline for applications is October 30, 1989.

AN AFFIRMATIVE ACTION/EQUAL OPPORTUNITY EMPLOYER

COLUMBIA UNIVERSITY LIBRARIES

Personnel Office — *Announcement of Vacancy*

Dist: 1,2,3,4,5,B — February 19, 1990

Job #90-13

Head, Preservation Reformatting Office

(PC I)

Primary responsibility for managing the Columbia University Libraries preservation microfilming program, including supervision of technical staff who microfilm and photograph materials and perform quality control; and supervision of support staff and student assistants who prepare materials for microfilming (establishing bibliographic control, targeting, collating, and physical preparation). Responsibilities also include coordinating pre- and post-filming procedures with other library units; management of the customer order program for microfilm and still photography; contracting and maintaining contracts with outside microfilming vendors; managing grant-funded microfilming projects; and assisting as appropriate in all aspects of the Preservation Program including training, publications, committees, disaster prevention and recovery, and system-wide planning for preservation.

Requirements are: knowledge of preservation microfilming policies and technical procedures, with experience in a microfilming operation preferred; knowledge of bibliographic control of microforms, current preservation trends, and library automation; ability to work in a fluid, complex organization and to communicate effectively both verbally and in writing. Formal study of preservation and supervisory experience in a large academic library are desirable. An accredited MLS or equivalent experience is required.

The assistance of staff members in identifying qualified women and members of minority groups for our consideration would be appreciated.

Salary ranges are: Librarian I: $26,000 - $33,800; Librarian II: $28,000 - $37,800; Librarian III: $31,000 - $44,950. Excellent benefits include assistance with University housing and tuition exemption for self and family.

Send resume, listing names, addresses and phone numbers of three references, to: Kathleen M. Wiltshire, Director of Personnel, Box 35 Butler Library, Columbia University, 535 West 114th Street, New York, NY 10027. Deadline for applications is April 30, 1990.

AN AFFIRMATIVE ACTION/EQUAL OPPORTUNITY EMPLOYER

The University of Connecticut Libraries
Homer Babbidge Library

Job Description

JOB TITLE: Library Conservator

DEPARTMENT: Preservation

Under the general direction of the Head of the Preservation Department, the Library Conservator directs the work of Conservation Unit, integrates its functions with those of the Preservation Department and of other departments and libraries within the University of Connecticut library system, and performs conservation treatments on a wide range of paper-based library materials. Conservation services are extended to the Homer Babbidge Library, Historical Manuscripts and Archives, Cookson Music Library, Pharmacy Library, and Math Reading Room.

CHARACTERISTIC DUTIES AND RESPONSIBILITIES:

Technical

Maintains a current awareness of conservation principles and practices as they apply to library and archival materials, and develops and tests new treatment procedures and approaches to problem solving.

Assesses the nature and condition of worn, damaged, fragile, and/or valuable paper-based library materials to determine the best method of protecting, repairing, or reproducing them. Makes treatment decisions taking into consideration the condition of each item and the size, nature, and use patterns of the collection of which it is a part.

Performs a wide variety of conservation treatments, including: flattening, cleaning, alkalizing, repairing, encapsulating, mounting, hinging, and matting flat paper items including manuscripts, printed documents, maps, prints, and drawings; cleaning, repairing, binding, and rebinding pamphlets, books, and other volumes; preparing volumes for commercial library binding; and constructing a variety of custom-made protective enclosures.

Conducts condition surveys of general and special library collections; documents survey results; and developments broad treatment plans based on the size, nature, condition, and use patterns of the collections.

Assists in the preparation of disaster plans and in the organization and implementation of disaster recovery efforts.

Provides technical support for the Homer Babbidge Library's exhibits program as appropriate.

Job description: Library Conservator, Preservation Department

Supervisory

Hires, trains, supervises, and evaluates personnel in the Conservation Unit.

Plans and directs work flow, develops training tools, sets goals and priorities, assigns work, and evaluates progress

Communication

Establishes and maintains regular communication with other other library departments and with other libraries in the University system in order to assess conservation needs, solve problems, determine priorities, and regulate work flow.

Maintains regular communication with all units of the Preservation Department to ensure that the Conservation Unit supports and complements other departmental activities.

Maintains communication with the vendors of supplies and equipment to assess the range and quality of existing products, report on design and manufacturing problems, and stimulate new product development

Assists with the Libraries' preservation education program for staff and users.

Policy Formulation and Interpretation

Works with selectors and other librarians throughout the Libraries to formulate appropriate conservation policies based on the nature and use patterns of the collections. Establishes procedures and standards for treatment. Develops goals for the Conservation Unit and participates in the development of the policies and goals of the Preservation Department, in response to the needs and priorities of the Libraries.

Resolves problems involving interpretation of conservation policies, procedures, and goals.

Planning, Organization, and Documentation

Plans and implements changes in the daily operations of the Conservation Unit

Plans and implements conservation-related projects, based on the needs of the libraries and the capabilities of the Conservation Unit

Works with the Head of the Department to formulate long-range plans for the growth and development of the Libraries' conservation program.

Job description: Library Conservator, Preservation Department

Prepares budgets and monitors expenditures for supplies, tools, equipment, and personnel for the Conservation Unit; and prepares and maintains current and historical records of expenditures.

Selects and orders all conservation supplies, tools, and equipment; maintains tools and equipment in working order, establishes quality control procedures to verify the adherence of products to standards, specifications, and advertisers' claims; keeps accurate inventories of all supplies, tools, and equipment; and maintains purchasing information and extensive catalog files.

Maintains records and statistics to reflect productivity, work flow, and the special activities of the conservation program. Writes reports as required.

Plans and organizes the use of space in the Libraries' conservation facility.

QUALIFICATIONS:

Required

1. Graduate degree in library science or book conservation, or equivalent training in a recognized conservation facility.

2. Knowledge of the physical and chemical nature of library materials; the history of book and paper making; conservation principles and practices and their appropriate application; commercial library binding technology and its appropriate application; and conservation supplies, tools, equipment, vendors, and technical standards and specifications.

3. Strong organizational and supervisory skills, including the ability to train and supervise staff and to assess their work; to plan, organize, and direct work flow, and to plan and organize physical space.

4. Strong interpersonal skills, including the ability to communicate effectively both orally and in writing.

5. Demonstrated ability to work independently, to exercise judgment, and to effect change.

Desirable

1. Five years of professional experience in conservation, including teaching and supervision of personnel, in a research or special library.

2. High level of interest in the field of conservation as evidenced by continuing education or by related independent activities or research.

The University of Connecticut Libraries
Homer Babbidge Library

Job Description

DEPARTMENT: Preservation Department

JOB TITLE: Library Assistant, Bindery Preparation

LEVEL: University Library Assistant II

Under the general direction of the Head of the Preservation Department, the incumbent performs a variety of duties associated with the preparation of library materials for commercial library binding, the ongoing interaction between the Libraries and the commercial binder(s) under contract with the Libraries, and the evaluation of the products and services provided by the commercial binder(s).

CHARACTERISTIC DUTIES AND RESPONSIBILITIES

Technical

Evaluates volumes requiring commercial binding, including assessing the condition of paper, and the nature and condition of leaf attachment structures and materials; selects appropriate methods of leaf attachment and appropriate binding styles; and identifies structural and other features that require special attention and the preparation of special instructions to the binder

Identifies materials that require evaluation and/or treatment in the Conservation Unit

Uses a microcomputer-based bindery preparation system to communicate binding instructions to the commercial bindery, to track materials to and from the bindery, and to prepare a variety of statistical reports

Prepares regular shipments of materials to the commercial bindery, including supervising packing, record keeping, unpacking, and check-in; and assisting with that work as necessary

Prepares volumes, papers, and other materials for commercial phase boxing and double-tray boxing, including selecting an appropriate style of box and appropriate box making materials, taking accurate measurements, and preparing regular and special instructions to the binder

Inspects commercially bound volumes and commercially made boxes for accuracy in spine stamping, and to determine whether special instructions have been followed

Job description: Bindery Assistant, Preservation Department

Evaluates the physical quality of commercially bound volumes and commercially made boxes in terms of functional characteristics, choice of materials, and overall quality of workmanship

Participates in special projects as required

Communication

Communicates on a regular basis with the commercial binder(s) under contract with the Libraries to facilitate work flow, solve technical and service problems, maintain an adequate stock of supplies, and ensure a high quality end product

Communicates on a regular basis with all units of the Preservation Department to ensure that the Bindery Preparation Unit supports and complements other departmental activities

Communicates on a regular basis with libraries and departments within the University Library system, and with graduate students who have completed dissertations and theses, to assess binding needs and provide assistance as required

Supervisory

Interviews, hires, trains, schedules, supervises, and evaluates student assistants assigned to carry out bindery preparation duties

Sets goals and priorities, assigns work, and evaluates progress

Planning, Organization, and Documentation

Maintains records and statistics to reflect productivity and work flow

Participates in the planning and organizing of work flow in the Bindery Preparation Unit

Participates in the planning and organizing of physical space in the Bindery Preparation Unit

Evaluates policies and procedures in the Bindery Preparation Unit, and suggests changes and improvements.

Job description: Bindery Assistant, Preservation Department

QUALIFICATIONS

Required:

1. Bachelor's degree or equivalent experience
2. Strong organizational and supervisory skills
3. Ability to train others and to assess their work
4. Ability to analyze and solve technical and procedural problems
5. Ability to communicate clearly and effectively with staff members within and outside the Preservation Department, and with library patrons seeking services or assistance
6. Ability to master a broad range of skills; and to achieve, consistently, a high degree of accuracy
7. Ability to respond flexibly in an environment where work flow and staffing levels fluctuate significantly

Desired:

1. Two years of experience working in a research or special library

NATIONAL LIBRARY OF MEDICINE
POSITION VACANCY
PRESERVATION INFORMATION LIBRARIAN
GS/ 9-12

This position is located in the Preservation Section, Public Services Division, Library Operations. The mission of the Preservation Section is to ensure that all important biomedical literature in the United States is preserved. The Section serves as focal point for the National Library of Medicine's Preservation Plan. Functions include planning, budgeting, staffing, coordination, and evaluation of both inhouse and contract activities related to the preservation of NLM's collections; development of cooperative preservation programs with other U.S. naticnal libraries, foreign institutions, members of the Regional Medical Library Network, the Association of Research Libraries and the Research Libraries Group; evaluating new preservation technologies; staff and user training in careful handling of materials; consultation with other biomedical libraries regarding preservation issues and methods; recommending needed research projects to NLM senior management for approval. Liaison is maintained with staff in the History of Medicine Division who are responsible for specialized preservation activities and with appropriate research staff in the Lister Hill Center for Biomedical Communications. In addition to preserving materials in the NLM general collections, the Section is responsible for implementation of the National Preservation Plan for the Biomedical Literature.

The Preservation Information Librarian has primary responsibility for providing preservation reference service, training, and educational materials for staff and users at NLM and other U.S. biomedical libraries, managing the Library's disaster prevention and recovery program, and developing and managing a book repair program. Assists with management of contracts related to binding and microfilming and participates in preservation program planning.

Requirements: Graduate degree in library or information science and formal training or equivalent work experience in the preservation of academic or research library collections required. Strong skills in written and oral communication essential. Familiarity with the full range of activities in a comprehensive preservation program desired. Specific knowledge of binding, book repair, or disaster prevention and recovery preferred.

Grade:	GS- 9/11/12
Starting salary range:	$24,705 - $35,825
Projected Appointment Date:	1/30/90

For additional information, contact:

Margaret M. Byrnes
Head, Preservation Section
National Library of Medicine
8600 Rockville Pike
Bethesda, MD 20894

phone: (301) 496-8124

NORTHWESTERN UNIVERSITY LIBRARY
Job Description

JAN 2 , 1990

Title: Preservation Librarian
Department: Preservation
Reports to: Head, Preservation Department
Supervises directly: .5 FTE LAI, plus students in the Preservation Office
Classification: professional - librarian

Responsibilities:

The Preservation Librarian is responsible for the design, coordination, management and evaluation of a variety of programmatic activities and projects. These include assessing preservation needs of collections and developing plans to meet those needs; coordination of preservation decision-making activities (identifying material in need of preservation, searching, working with bibliographers and other selectors, and either implementing decisions or sending material to other Department units for implementation) for all preservation options (e.g., microfilming, conservation treatment, photocopying, replacement); designing, implementing and evaluating appropriate intra- and inter- departmental procedures; compiling and evaluating relevant statistics and managing appropriate funds; managing departmental bibliographic control issues; and serving as the liaison with technical services functions throughout the Library. The Preservation Librarian also serves as an active member of the microfilming project team, and manages a small preservation reference collection held in the Preservation Office.

The Preservation Librarian works with the Department Head to design, coordinate, and manage programs in disaster prevention and recovery, preservation education and outreach, and environmental monitoring.

The Preservation Librarian actively assists the Department Head in the general planning, evaluation and shaping of the Library's comprehensive preservation program.

The Preservation Librarian manages the Preservation Office, one of three units of the Preservation Department (the others are Conservation Treatments and Materials Processing). In addition to the activities described above, the Preservation Office plays an important role in coordinating the activities of the Department.

The Preservation Librarian works in close cooperation with the Department Head, the Head of Materials Processing, and the Head of Conservation Treatments, as well as other Preservation Department staff, and with many staff throughout the Library.

The exact responsibilities of the Preservation Librarian may vary with programmatic priorities, which are set by strategic planning and are influenced by funding opportunities.

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Qualifications: MLS degree (preferred) or equivalent; demonstrated interest in and commitment to library preservation; one or more years relevant experience preferred but not required; excellent interpersonal and communication (both oral and written) skills; ability to take initiative and work independently within a team framework; ability to thrive in a dynamic, demanding, and everchanging work environment

Salary Range:

$21,000 - $24,000

For further information:

Richard Frieder, Head, Preservation Department, Northwestern University Library, Evanston, IL 60208, (708-491-7599)

Send application to:

Ann Smith, Personnel Manager, Northwestern University Library, Evanston, IL 60208

AA/EOE 12/89

smithsonian careers

24 HOUR DIAL-A-JOB: (202) 287-3102

AN EQUAL OPPORTUNITY EMPLOYER

*Applications received within 14 days of the opening date may be given first consideration.

OPENING DATE: January 23, 1990

CLOSING DATE: Open Until Filled*

POSITION TITLE/ SERIES AND GRADE	ORGANIZATION	ANNOUNCEMENT NUMBER
Collection Preservation Officer Grade-1401-12 Salary: ($35,825-$46,571) per year	Smithsonian Institution Libraries	90-3005

Duty Location: Washington, D.C.

Area of Consideration: All candidates may apply including handicapped individuals with eligibility under a special appointing authority. (If a list of eligible candidates is requested from the Office of Personnel Management (OPM), all nonstatus candidates who meet the minimum requirements will be referred to OPM for ranking and referral.)

Duties: The Head Preservation Services is responsible for administering a preservation program focused on SIL's general collections. This includes the identification, screening selection of treatment, preparation and disposal of SIL materials that are damaged or deteriorated and in need of preventive care, replacement/reformatting, with the exception of materials cataloged as rare and housed in Special Collections locations. In this position the incumbent operates on a system-wide basis, must balance preservation requirements with thorough understanding of varying demands for library service and workload pressures. The incumbent is responsible for developing policies and guidelines for SIL materials selectors to use: 1) in selecting volumes that need preservation treatment and 2) in determining the appropriate treatment based on intellectual and artifactual value and usage and 3) in care and handling and other preventive techniques. The incumbent organizes both the collection of information pertinent to making preservation decisions and the review of materials by appropriate SIL and SI staff. The incumbent supervises the commercial replacement and preservation microfilming programs, administers the replacement and binding budget, and establishes preservation standards. Where work is to be contracted to a vendor, the incumbent seeks appropriate vendors, prepares statements of work and guidelines, establishes standards, and monitors performance. The incumbent also provides educational programs for SIL staff and users on preservation issues. Provides on-going staff and user preservation education in care and handling presentations,

work-shops and exhibitions. Trains selectors in all units in rebind/replace/repair selection and decision-making; monitors and provides advice on treatment decisions. Chairs the Libraries Emergency Action Program (LEAP) committee and directs the disaster preparedness program for the Libraries, in conjuction with the S.I. Disaster Preparedness Program. Chairs the Preservation Committee, and related task forces as needed, and is a resource member on inter-divisional committees. Works with Book Conservation Laboratory staff to develop simple repair quotas and procedures for production of protective enclosures and pamphlet binding for general collections materials. Provides bibliographic information for preservation-related acquisitions for Central Reference and Loan services. Develops replacement and microforms policies. Expands procedures for identification and screening of deteriorated materials. Assesses current selection guidelines for replacement options and recommends revisions as needed. Monitors costs of replacement/repair options, and ensures that the most appropriate options are selected, consonant with the value and use of the volume. Provides instruction in replacement searching procedures in relevant bibliographic and publishing sources to aid in decision-making. Supervises preparation of volumes for preservation microfilming. Develops statements of work, establishes guidelines and standards and monitors contracts with commercial or nonprofit preservation microfilm vendors. Negotiates with vendors for preparation of materials for filming or otherwise reformatting printed materials. Revises the SIL binding contract as needed and negotiates with the Government Printing Office and vendors for commercial services. Evaluates preparation of volumes of commercial binding. Assesses and revises production quotas as needed. Monitors contract work to ensure that performance meets SIL contract standards.

Qualifications: One year of specialized experience equivalent to the next lower grade level. Specialized experience is in or directly related to the line of work of the position to be filled and which has equipped the applicant with the particular knowledge, skills and abilities to successfully perform the duties of the position.

Selective factors:

1. Knowledge of theories, principles, practices and techniques of modern research librarianship as it applies to preservation and/or acquisition practices.

2. Thorough knowledge of library preservation ~~techniques~~ and options (preparation & quality control testing of microforms).

3. Knowledge of the procedures for binding, preparation and basic repair techniques.

Quality Ranking Factors:

1. Knowledge of publishing history and the history of books and printing.

2. Knowledge of one western European language.

3. Knowledge of acquisitions processes sufficient to uncover sources of potential replacement.

NOTE: RELOCATION EXPENSES WILL BE PAID AT THE DISCRETION OF THE S.I.

In addition to an Application for Federal Employment (SF-171), applicants should submit a supplemental sheet giving specific examples of experience and training which apply to each of the selective and/or quality ranking factors. This experience and training must also be included in the SF-171.

90-3005

The attached SI-662 form should also be completed by all candidates except Smithsonian Institution employees and returned with the application. This form is to be used for gathering statistical data and will not be a part of the application.

Please Note: All Smithsonian positions require fingerprinting of employees hired and may include some additional background checks before employment. In addition to submitting a current SF-171, each applicant should submit a copy of the latest of any performance appraisals received. Smithsonian Institution employees are asked to submit a copy of their latest completed performance plan SI-778 (SI-777 is optional) and a Merit Promotion Interest Statement SI-1426 (Rev. 3-31-81).

The Immigration Reform and Control Act of 1986 requires employers to hire only individuals who are eligible to work in the United States. Upon reporting for work, an individual will be expected to present proper evidence establishing employability.

Applications must be submitted to one of the addresses below and must be received by the closing date. Postmark dates will not be considered.

Send your application to:
Smithsonian Institution
Office of Personnel Administration
Branch 3
P.O. Box 23294
Washington, D.C. 20026-3294

OR

Bring your application to:
955 L'Enfant Plazas
Suite 2100
Washington, D.C. 20026.

For further information please call (202) 287-3100, ext.249.

9-3005

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SOUTHERN ILLINOIS UNIVERSITY

INCUMBENT CSN

PRESENT CLASSIFICATION: BOOK MENDER DATE:

DEPARTMENT: Library Services, Serials Department
Conservation Section

FUNCTION

Under direction, repairs and restores books and periodicals.

ORGANIZATIONAL RELATIONSHIP

Director of Library Services
Serials Librarian
Conservation Section Supervisor
Book Mender
Student Assistants (5 FTE)

DUTIES AND RESPONSIBILITIES

35% Sorts books for both commercial binding and in house repair. Under general supervision determines and designates treatment.

20% Repairs and restores rare and valuable materials using highly skilled techniques.

20% Supervises and trains student assistants in repair methods and techniques. Monitors quality of work. Assists Conservation Section Supervisor in standardizing and implementing techniques and procedures.

10% Recommends purchase of materials and equipment based on knowledge of existing and projected book repair workload.

10% Maintains book repair statistics and records of student assistant payroll.

5% Other related duties as assigned.

KNOWLEDGE REQUIRED FOR THE JOB

1. The employee must be thoroughly familiar with the formats of materials collected by libraries and with the deteriorative processes that act on them. This involves knowledge of the physical and chemical makeup of materials, their structure and working properties, and their reaction over time and during use to stresses placed on them.

2. The employee must be knowledgeable in conservation practices and principles and be able to adopt and adapt them to the needs of Morris Library's collections. This involves knowledge of a wide variety of techniques and procedures, as well as considerable judgment in applying them in the most appropriate manner.

3. The employee must possess superior manual dexterity and

exhibit an affinity for work that requires developing craft skills to a high degree. The employee must be able to perform treatment smoothly, efficiently, and with precision.

4. The employee must be accomplished at training others in craft and manual procedures. This involves the ability to break down complicated procedures into steps, justify each step in terms of conservation principles, show why and how the sequence of steps is important, and follow-up with appropriate additional instruction and direction.

5. The employee must be thoroughly familiar with the equipment, tools, and supplies required. This involves testing and selection of specific materials for their chemical and physical properties, and calculation of the cost-effectiveness of the materials selected for a specific purpose.

RESPONSIBILITY

1. Supervisory controls
The Conservation Section Supervisor is responsible for the overall direction and activities of the Conservation Section, and sets its priorities and goals, while this employee is responsible for implementing activities that involve direct manipulation and treatment of physical items. This employee arranges procedures, people, workflow, and productivity necessary for attaining the goals. Both work closely together to analyze conservation problems and determine appropriate sollutions.

2. Guidelines
The employee is guided in general by Morris Library's "Conservation Policy Statement, Section 3, Treatment"--officially adopted in July 1980 by the Library's Administrative Council. Additional guidelines are determined jointly by the Conservation Section Supervisor and the employee.

DIFFICULTY

1. Complexity
The craft of conservation requires a high level of initial manual dexterity to learn and a continual development and refinement of complex manual skills. The employee needs to operate with a sureness and smoothness of movement that is only maintained with constant exercise of those skills.

Most library materials are complex structures composed of materials of different physical and chemical properties which react in disparate ways to storage conditions and the rigors of use. The job requires a sensitivity to the craft and materials and an ability to judge and select the correct techniques from a myriad of alternatives.

The employee must also have a sense of the dynamics of the conservation lab as a functioning whole. Student assistants must be trained to perform tasks in relation

to the Library's needs and the Section's goals. Space, equipment, and supplies must be arranged to maximize work-flow, quality, and productivity.

2. Scope and Effect
Properly done, this job will help increase the useful life of curriculum-supporting materials and enhance the long-term preservation of important research materials. Improperly done, irreversible damage can be caused by the choice of an inappropriate treatment or unsuitable material. The effect is conservation and preservation of expensive and irreplaceable library materials versus the loss of materials through neglect, loss of service to patrons through disrepair or deterioration, and the obscuring or obliterating of important bibliographic, historic, or artifactual evidence.

PERSONAL RELATIONSHIPS

Works closely with the Conservation Section Supervisor and the Bindery Preparation Supervisor to develop and implement the Library's conservation program. Maintains contact in person and by telephone with persons in the divisional libraries or other departments to clarify procedures, resolve problems, and receive special requests. Deals with suppliers and manufacturers by telephone or correspondence for prices and availability of materials or equipment.

ENVIRONMENTAL DEMANDS

A high degree of manual dexterity is required to do precise cutting, measuring, shaping, mounting, etc. Mobility is necessary to operate equipment, arrange supplies, distribute work, and examine items properly. The employee needs the strength to lift at least one large house brick from the opposite side of a table while extended at the waist. Movement in the legs is necessary to operate the board shear, boxboard crimper, and ultrasonic welder. In general, the employee will be standing, reaching, and bending at the work benches, sinks, fume hood, or equipment most of the day. An ability to concentrate in a distracting environment is mandatory because of the number of employees in one large room (up to twelve at one time) and because of the noise of different jobs being performed, machines being used, and discussions ensuing.

INCUMBENT _____ DATE _____

REVIEWED BY:

_____ _____ DATE 4/7/89
Immediate Supervisor

_____ DATE 4/7/89
Department Head

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JOB DESCRIPTION

EXTRA HELP, TECHNICAL PARA-PROFESSIONAL

DEPARTMENT: Library Services, Serials Department
Conservation

FUNCTION: Under direction repairs and restores books and periodicals.

DUTIES AND RESPONSIBILITIES

Assists the conservation/preservation head in the development, implementation, and standardization of techniques and procedures used for the physical treatment and protection of library materials, including rare and valuable materials of permanent research value.

Assists the conservation/preservation head in determining and designating treatment for specific items in disrepair or deteriorating condition in order to make them reuseable or to stabilize their physical condition and thus preserve their historic, bibliographic, or artifactual worth and integrity.

Performs a variety of conservation treatments on library materials, such as:

constructing custom protective enclosures
mending, mounting, and/or matting of flat paper
repairing and stabilizing case bound volumes
rebacking/restoring leather bound volumes
cleaning, washing, deacidifying, and buffering paper
full binding or rebinding in leather period style bindings

JOB DESCRIPTION

GRADUATE ASSISTANT

DUTIES:

Under supervision, manages brittle books program for the Library. Searches on-line catalogs and other bibliographic records on deteriorating library materials. Does condition checks on the physical quality of pertinent material (other copies, editions, etc.). Maintains statistics on materials handled. Obtains replacement information from the appropriate reference materials. Works with divisional librarians to get treatment decisions. Controls the flow of materials in and out of the Section.

LIBRARY UNIVERSITY OF TORONTO

UNIVERSITY OF TORONTO

POSITION OPEN

POSITION: Department Head (Librarian 3 or 4)

AREA: Collection Development and Preservation

DEPARTMENT: Preservation Services

QUALIFICATIONS: Applicants must be graduates of an accredited Library School with at least five years professional experience in a large research library. Experience and/or training in preservation. Knowledge of current preservation issues and developments. Proven organizational, planning and supervisory skills. Demonstrated effective writing, speaking and interpersonal skills.

RESPONSIBILITIES: The Head of Preservation Services oversees and directs the preservation programme for the main research collections within the Library and works cooperatively with the conservation programme in Rare Books. Participates in grant preparation and the development and implementation of cooperative preservation programmes. Plans and directs the ongoing operations of the Reprography and Binding units. Oversees the supervision and training of 19 staff. Continues the development of staff, user and public education programmes concerning preservation issues. The Head reports to the Associate Librarian Collection Development and Preservation.

RANK: Librarian III or IV

SALARY: Librarian III: $34,600 - $54,500
Librarian IV: $39,600 -

NOTE: This is a five year term position, with renewal possibility.

Applications should be submitted to:

Lisa Raftis
Manager, Personnel Services
Personnel Services Office
University of Toronto Library

Applications must be received by **November 22, 1989.**

THIS IS A SMOKE FREE WORKPLACE

In accordance with its Employment Equity Policy, the University of Toronto encourages applications from qualified women or men, members of visible minorities, aboriginal peoples and persons with disabilities. Applications from University employees are given first consideration. External candidates who apply may be considered if there are no suitable internal candidates.

Toronto Ontario Canada
M5S 1A5

PLANNING DOCUMENTS

Recommendations for a Preservation Program at
Brown University Library
April 1989

INTRODUCTION

> [A]ll books are potentially valuable for their "information" (their texts), and all are worth saving as artifacts, as evidence of past human activity directed to the transmissiion of texts. . . . [T]here is no product of the past that is not useful in studying the past.[1]

As custodians of cultural property, librarians must be cognizant of the needs of scholars. If we do not try to preserve our collections, we may open ourselves up to charges of censorship--for to allow materials to self-destruct on our library shelves is as much a form of censorship as removing controversial materials from those shelves. In both instances, the patron is denied access. And in both instances, intellectual freedom and the dissemination of knowledge are curtailed.

Yet preserving library collections is a monumental feat. Most books published since the mid-nineteenth century are printed on acidic paper. A combination of the acids introduced into paper during manufacture (aptly referred to as *inherent vice*) and atmospheric pollutants have resulted in brittle book papers. The poorest papers--made from mechanical wood pulp--literally crumble. Many articles in both the library and popular presses have chronicled these seeds of destruction.[2]

How serious is the problem? Yale has estimated that 37.1% of their books are on brittle paper. They have defined *brittle* paper as that which breaks after two double folds.[3] The 1987 Hayes report estimates that of the 305 million books in our nation's libraries, 76 million are presently brittle and 38 million more are at risk over the next twenty years.[4] The report calculates that if duplicate titles and previous microfilming efforts are discounted, at least 3.3 million titles will have to be microfilmed over the next twenty years.[5]

Preservation administrators are trying to cope with this grim situation with a variety of techniques: reformatting books into alternate media such as microfilms and optical disks; deacidifying books printed on paper that is strong enough to save; monitoring the environments in which library materials are stored; and lobbying publishers to use acid-free paper, to name just a few current activities.

These techniques can be classified under two broad categories: curative and preventive. The curative actions include microfilming and deacidification; they respond to the problems which stem from the past, e.g. poorly manufactured papers. Preventive actions include monitoring the book stacks to avoid possible future damage to library materials, working with faculty to make decisions about the appropriate formats for new materials being purchased by the library, educating patrons and new staff, and lobbying publishers. The preventive approach is prospective rather

than retrospective. At Brown we are striving to be practitioners of both the curative and preventive approaches to preservation.

Brown University Library has been committed to the preservation of its collections for many years: there has been an in-house bindery since 1911[6] along with a fine binding studio since the 1950s, a paper conservator since 1978, a collections maintenance librarian since 1980, and a conservation laboratory since 1981. In 1983 the Preservation Coordinating Committee wrote a preservation plan.[7] The 1985 *Acquisitions Study* undertaken by the Systems Librarian recommended hiring a Preservation Librarian and creating a preservation department.[8] In recognition of the increasing complexity of preserving the collections of a major research library, in 1987 Brown hired a Preservation Librarian who was given two years to study the current preservation activities at the University, and to write a report with short- and long-range plans for the Library.

This report is the result of the study. It strives to address current problems as well as future ones. There are 58 primary and secondary recommendations under twelve rubrics. It is expected that Brown's libraries, under the Preservation Librarian's direction, will be working toward all of these goals within the next three years.

BROWN UNIVERSITY LIBRARY'S PRESERVATION GOALS:

A SUMMARY OF THE RECOMMENDATIONS

The following three pages are a brief outline of the recommended preservation program for Brown University Library. They are dealt with at greater length in the section following, *Elaboration of Recommendations*.

A. *Establish a Preservation Program with a full-time Preservation Officer reporting to the University Librarian.* Allocate the necessary funds for a budget line. (Year 1 and ongoing)

Although Brown has engaged in numerous local and national preservation activities over the past twelve years, it has not developed a coordinated library-wide preservation program. The establishment of a formal program will allow Brown to address its preservation needs in a more organized and, possibly, a more cost-effective mannner. Further, Brown will be in a better position to do both short- and long-range preservation planning.

B. *Reorganize and Re-focus the In-House Bindery.* (Years 1 - 3)

C. *Merge the John Hay Library's Conservation Laboratory and Binding Studio.* (Year 1)

The reorganization of the in-house bindery and the merger of the Conservation Laboratory and Binding Studio are an integral part of a well-coordinated preservation program. The changes will allow each unit to work more efficiently because there won't be unnecessary duplication in the ordering of conservation supplies or in the carrying out of conservation tasks. Through better definition and coordination of the activities of these units, both time and money will be saved.

D. *Transfer the primary collections maintenance responsibilities from the Gifts Unit in Acquisitions to the newly established Collection Development Department.* (Years 1 - 3)

As stated in *Brittle Books: Reports of the Committee on Preservation and Access*, "Responsibility for preservation is inseparable from the work of building and maintaining research collections."[9] Increasingly, selectors are incorporating preservation decision-making into their

duties. Nationally, through the joint efforts of the RLG committees on preservation and collection development, cooperative preservation microfilming programs have been successfully established. Since Brown has been an active participant in these cooperative ventures, it makes sense to incorporate this aspect of preservation into the Collection Development Department.

E. *Evaluate the current preservation status of the collections at Brown working closely with Collection Development and faculty to identify preservation needs collection by collection.* (Ongoing)

F. *Open the bidding of both bindery contracts to ACME and Bridgeport Binderies and reassess annually the work of the bindery or binderies used.* (Year 1 and annually.)

Brown has never formally evaluated the work of its commercial binders and yet a minimum of $100,000 per year is spent on library binding. An integral part of an effective preservation program is the evaluation of commercial work.

G. *Address the problems inherent in replacing books with microforms and new formats such as optical disks. Consider all replacement options including preservation photocopies.* (Ongoing)

Although it is often necessary to replace embrittled books with microforms or other formats, the problems of storage, handling and use of alternative formats are sometimes overlooked. For example, storage requirements for microforms are even more rigorous than for books. Microforms should be stored in cooler and dryer areas than books, and should be placed in acid-free boxes. A well-designed replacement program will factor in such problems.

H. *Change the* Preservation Coordinating Committee *to the* Preservation Committee. *The Committee should make recommendations regarding preservation-related library policies. Also assign it the responsibility of keeping the* Emergency Guides *and* Disaster Recovery Plan *updated.* (Ongoing)

I. *Develop and maintain a preservation education program.* (Ongoing)

J. *Include preservation programs in the library's fundraising activities.* (Ongoing)

K. *Improve the environmental conditions in all the libraries at Brown.* (Ongoing)

L. *Continue to participate actively in national preservation programs.* (Ongoing)

Success in preserving our collective resources, in this country and abroad, depends upon the initiatives of individual libraries.

ELABORATION OF RECOMMENDATIONS

The following pages expand upon the previous outline. In this elaboration a detailed budget is presented.

A. Formation of a Preservation Program with a full-time Preservation Officer reporting to the University Librarian. Allocate the necessary funds for a budget line.

The recommendations presented here for the formation of a Preservation Program are the result of an analysis of what would work best at Brown. There currently exists, among ARL libraries, a tremendous diversity in approaches to establishing preservation departments.

1. Establish a Preservation Program to be coordinated by a Preservation Officer whose functions will include preservation planning for the library; chairing the Preservation Policy Committee; coordinating preservation reformatting activities and cooperative preservation microfilming projects; fundraising; and representing Brown in national preservation activities.

2. Discussions with the University Librarian, the Systems Librarian, and the three AUL's, at which five staffing plans were submitted by the Preservation Librarian, revealed that the current staffing configurations at Brown would make it impractical to place the proposed Preservation Program in any one division of the Library. Hence, the program will be structured according to a plan which has the newly-named Preservation Officer reporting to the University Librarian. Because Brown Library's senior administrators recognize the broad scope of a preservation program, this plan has been designed to allow the Preservation Officer maximum flexibility in establishing preservation procedures throughout the Library.

3. There should initially be 3 FTE in the Department, as well as the current number of students: the Preservation Officer, the Conservator of Library Materials, and the Fine Binder. The only new position is that of the Preservation Librarian. The 3 FTE figure does not include preservation staff that will be hired for grant projects.

4. If Brown receives the NEH/RLG Grant for preservation microfilming, a temporary Preservation Liaison will be hired to coordinate the microfilming activities for the 3-year duration of the project. After completion of the RLG project, if funds are available, the Preservation Liaison could be hired permanently and shared with the Collection Development Department for collection maintenance.

5. The Preservation Officer will monitor the total preservation budget for the Library.

The budget for 1987/88 (based on ARL statistics) was:

Commercial binding	$105,783.
Conservation/Bindery Supplies	$ 12,551.
Fund 1105 (brittle book replacement)	$ 00,000.
Staff	
4 professionals	$ 79,839.
6 paraprofessionals	$ 89,184.
students	$ 18,000.
	$305,357.

Proposed 1989/90 Budget

Added Expenditures:	
Preservation Officer's salary (see page 10)	$ 24,237.
Commercial binding	$ 33,434.
Other outside work (e.g. BookLab)	$ 5,000.
Conservation/Bindery supplies	$ 2,449.
Salary increases (6%)	$ 10,000.
Restored Expenditures:	
Fund 1105 (brittle book replacement)	$15,000.
Proposed budget for 1989/90	$395,477.

Several factors made the 1987/88 expenditure of $305,357. lower than in previous years. For example, the Conservator of Library Materials position was vacant for the first four months of the fiscal year. Also, in order to save money, a decision was made not to bind any paperback books. Consequently, the commercial binding budget was much lower. Of the $90,120. difference between the 1987/88 budget and the proposed 1989/90 budget, $33,434. can be accounted for by the commercial bindery reduction in 1987/88. Another $15,000. was saved in 1987/88 by not spending Fund 1105 for brittle book replacement. Therefore,

over half of the $90,120. increase in the 1989/90 budget is *restorative* rather than *add-on*.

The $139,217. commercial binding budget which is proposed for 1989/90 is closer to what Brown has spent for binding over the past five years. I derived the $139,217 figure by averaging binding expenditures for four of the last six years. For 1985/86 the figure was $158,980; for 1987/88 it was $105,783. These figures were unusually high and low so I only averaged the figures from the years 1983/84, 1984/85, 1986/87, and 1989/90. I then increased the average figure by 7% to allow for inflation. I've also proposed that an additional $5,000 be spent for books requiring treatments that fall somewhere in between in-house bindery repairs and the more elaborate work done in our conservation lab. These items would be sent to BookLab which is jointly owned by ACME and Bridgeport. For $5000 we could treat about 200 books per year from the general collections.

One-time expenses: equipment and supplies

Year 1

1	light table	$ 200
2	pegboards for hanging tools	$ 50.
2	tacking irons	$ 105.
1	First Aid Kit	less than $ 50.
1	vacuum aspirator	$ 500.
6	hygrothermographs	$2,500.
2	compact vacuum cleaners (1 for mold, 1 for dust)	$ 200.
3	dehumidifiers (for emergencies)	$ 375.
		$3,980.

Year 2

1	leaf-caster	$ 5,000.
3	dehumidifiers (for emergencies)	$ 375.
6	fans (for emergencies)	$ 150.
		$ 5,525.

Year 3

1 freezer (for infestations, water damage)	$10,000.
Total equipment/supply needs (over 3 years):	**$19,505.**

We still don't know what the long-term impact will be of the 1987/88 bindery budget slash which necessitated not binding paperbacks. It is possible that the 1990/91 budget will have to be increased by more than 5% to take care of the paperback binding backlog and to handle inflation. We should try to increase the bindery budget each year, no matter how small the increase, since it is likely that commercial binderies will continue to raise their prices.

If the Preservation Officer position were endowed, approximately $40,000 per annum could be saved. If it isn't endowed, the Library will need to fully fund the position beginning in 1990. Since 1987 the position has been funded with soft money.

B. Reorganize and Re-focus the In-House Bindery.

The first priority in the Bindery is to hire a new supervisor. Once a supervisor is in place, the in-house repair procedures must be re-assessed.

If an efficient in-house repair program can be operated, the program will be cost-effective. Many materials can be repaired in-house for less than the cost of contract repair services, or the cost of replacement. For example, while examining the "damaged books" truck that goes down to the Bindery from Circulation, I noticed several books that needed only minor repairs. Yet they were designated for re-binding. The average cost of rebinding a book is $8.00 *excluding* our in-house processing time. Many in-house repairs (e.g. loose joints or hinges), can be carried out in a half hour or less. Not only is the resulting cost less (under $5.00), but the turnaround time is also shorter than when a book is sent to a commercial binder. The advantages of a shorter turnaround time cannot be measured monetarily. However, if we improve the access of library materials to users, we will improve our image.

Unfortunately, it is impossible to estimate how much money we've lost over the past several years by sending out materials for rebinding that could have been repaired in-house. By allocating the binding budget more wisely, I feel confident that we will be able to get more for our binding dollars in the future.

The costs of establishing a more extensive repair program at Brown will be primarily in the area of staff-training. We will need to send our two bench people in the Bindery to workshops, or else to bring consultants in to

train the staff here. And, periodically the staff will need to learn new techniques. Consultants charge about $250 per day. By hiring a consultant, we could train two or three people at a time. A one day session on re-backing or re-hinging would pay for itself after approximately fifty books that would have formerly gone out for re-binding were repaired in-house. We could recoup the consultant's fee in one or two months! *If the two LCIII positions learn new skills, and are required to take on more complex tasks, they should be appropriately upgraded.*

6. Hire a new Bindery Supervisor. The Supervisor should have at least a B.A. and extensive bench training as well as proven supervisory experience, and experience with billing and budgeting. The new Supervisor will be responsible for re-organizing the workflow in the bindery, specifying all in-house and outside work, and re-training the two bindery staff members who do bench work. Pamphlet binding should be decreased, and we should consider switching to LBS prefabricated pamphlet covers. Preparation of books sent to commercial binderies should be improved. That is, the bindery staff must be trained to identify which items should be sent to the commercial binderies, which should be repaired in-house, and which items are too brittle to be treated. Repair work and use of protective enclosures should be increased.

The Supervisor will spend approximately 40% of his/her time at the bench, and the rest of the time will comprise the supervisory responsibilities of billing, planning, budgeting, and training.

7. It may be possible to recover a partial or full position in the Bindery--through attrition or transfer--after the new Supervisor has been hired. If the LCI position opens, the position should be replaced with a part-time LCI or LCII, 25-30 hours per week. However, the two LCIII positions should be upgraded to LTAI's to reflect their increasing responsibilities and skills.

8. Purchase (or acquire by gift) a MAC and establish a computer work station to be used for billing, monthly and annual reports, and in-house treatment forms.

9. Purchase a First Aid Kit for the Bindery IMMEDIATELY.

10. Repaint Bindery, and repair equipment over the next two years. Repair the Jacques board shear.

11. Continue making library signs in the Bindery. (A MAC would also be useful for this purpose.)

C. Merge the John Hay Library's Conservation Lab and Binding Studio.

The Conservator of Library Materials should also be the Assistant Preservation Officer. The Conservator will be responsible for treating or supervising the treatment of all special collections materials in the Brown libraries. Therefore, the Conservator will supervise the Fine Binder. The Conservator will coordinate all environmental monitoring. As a Selector, the Conservator will also help formulate collections maintenance policies.

12. Merge the Binding Studio and the Conservation Laboratory into the Conservation Laboratory. Have the Bookbinder report to the Conservator.

13. The Conservator should continue to focus on Special Collections materials.

14. When the Bookbinder retires, replace him with a book conservator who may also be responsible for all physical--but not curatorial--exhibition preparation: matting, framing, constructing cradles, making labels and signs, and exhibition mounting in both the Rock and the Hay Libraries. The Book Conservator might occasionally treat materials from the general collections, and make recommendations about which types of items could be appropriately conserved by outside firms such as BookLab.

15. Eventually consolidate into one area all binding repair and treatment, or else re-design each treatment area.

16. Coordinate all ordering of supplies for the bindery and conservation units.

D. Transfer the primary collections maintenance responsibilities from the Gifts Unit in Acquisitions to the newly established Collection Development Department.

Since most of the collections maintenance functions are being transferred to the Collection Development Department, decisions about both replacement and reformatting should be made there. The decisions will be shared among the Selectors.

17. Hire a new collection development librarian with collection maintenance responsibilities (in progress). The librarian will work with the Selectors to make selection and format decisions for each discipline, and to develop bibliographic searching procedures.

18. Re-assign one or more paraprofessionals to do all the bibliographical searching for items to be replaced. 1 FTE LTA II will be required to do all of the bibliographic searching that will be required once the collection maintenance program at Brown is enhanced. However, the duties can be filled by one or two part-time employees. Perhaps the AUL for Technical Services and the AUL for Public Services and Collection Development can each contribute a part-time position. The person or persons should report to the Head of Collection Development. The division of labor between two LTA's could work something like this: the Collection Development LTA would do the physical searching for items in the stacks to check on the physical condition of other copies of a given title. If the search resulted in a request to replace an item, the request would be sent to the Acquisitions searching unit for action.

19. The Gifts Librarian will continue to be responsible for collections maintenance duties for gifts materials.

20. Acquisitions will continue to be responsible for ordering replacements, and withdrawn materials will still be sent to Gifts for disposal.

21. Shift most of the collection maintenance responsibilities from the Gifts Librarian to the new collection development librarian.

22. Allocate resources to apply preservation treatment to needy items when they are first acquired.

E. Evaluate the current preservation status of the collections at Brown working closely with Collection Development and faculty to identify preservation needs collection by collection.

In *The Brown University Library: Goals and Objectives for the Eighties,*[10] the University Librarian outlined as an objective the completion of a preservation survey at Brown. When funds became available to hire a Preservation Librarian for two years, and the P.L. was charged with designing a comprehensive preservation program, the survey was put on hold. It now seems most logical to reconsider the survey since Brown can make reasonable estimates on the general condition of its collections based on the surveys of other libraries. It may be more important to look at the condition of individual collections drawing on Brown's *Collection Development Policy* to identify strengths and the various circulation statistics that have been gathered to evaluate usage. It might also make sense--given Brown's large undergraduate population--to look at the condition of the core collections.

23. A formal preservation program and department should be established before a survey project is undertaken.

24. On the basis of current research, we can make reasonable guesses about the percentage of brittle books in our collections based on Brown's location in the industrial northeast, and the age of Brown's collections.

25. The proposed Preservation Department should work with the Collection Development Department to develop a subject-by-subject approach.

26. As we will probably be filming some 6000 brittle materials from our two most prominent collections--Harris and Mathematics--over the next 3 years, the services of the Collection Development Department will be needed for this project first.

27. In the meantime, work with Collection Development to identify the "brittleness factor" in book ordering, especially of older materials or third-world items. For example, if Brown were to establish a Center for XYZ Studies, and we knew that books from the XYZ region tend to be printed on brittle paper, we could factor into the book budget preservation microfilming or photo-duplication for XYZ materials.

28. Work with Collection Development to survey selected collections by using Proctors in the given subject areas. Consider the Princeton model (attachment 1).

F. Open the bidding of both bindery contracts to ACME and Bridgeport Binderies and reassess annually the work of the bindery or binderies used.

The Preservation Librarian has been regularly examining the binding shipments from ACME and Ridley. Although initially problems were found with both ACME's and Ridley's work, ACME has improved and Ridley has not. In fact, in two of the March 1989 Ridley shipments, numerous volumes were incorrectly tattle taped, and many others had structural defects.

The P.L. has also made trips to ACME, Ridley, and Bridgeport binderies with other Brown Library staff. Ridley's methods were found to be inferior to the methods in use at both ACME and Bridgeport. Further, Ridley does not appear to be developing new binding methods as are both ACME and Bridgeport.

29. Terminate the employment of the Ridley Bindery, as recommended by the Preservation Librarian, Gifts Librarian, and the former Acquisitions Librarian.

30. Open the bidding of one or both contracts to ACME and Bridgeport, two of the best commercial binders in the country.

31. Send out selected 19th- and early 20th- century books in need of binding repair to BookLab and assign a percentage of the bindery budget to them (see projected 1989/90 budget, above) Reassess BookLab's work annually.

G. Address the problems inherent in replacing books with microforms and new formats such as optical disks. Consider all replacement options including preservation photocopies.

32. Budget line 1105 should be restored for replacements, and increased if needed.

33. Keep abreast of the latest reformatting technologies and integrate them--where appropriate and feasible--into the Brown University Preservation Program.

34. Contract out all microfilming. In-house start-up costs are too high to be considered (minimum costs are about $100,000 for filming and processing equipment, space renovation, and personnel), and there are currently a number of good outside filmers.

35. Successfully complete the RLG Preservation Microfilming Project over the next 3 1/2 years.

36. Start filming other items from our collections after working with Collection Development to identify the "neediest cases."

37. Purchase 5 microform cabinets (cooperatively with Serials) for films that have been generated through the cooperative microfilming projects. *Brown must make a commitment to the proper storage of microfilms; they should not be stored in acidic* boxes.

38. Look into preservation photoduplication activities around the country to develop a model for photocopying the musical scores in the Orwig Library, and sheet music in the John Hay Library. Consider renting or leasing the Xerox 5042 BookSaver Copier.

H. Change the Preservation Coordinating Committee to the Preservation Committee. The Committee should make recommendations regarding preservation-related library policies. Also assign it the responsibility of keeping the Emergency Guides and Disaster Recovery Plan updated.

39. The Committee will be responsible for keeping the Emergency Guides and Disaster Recovery Plans updated.

40. With the appropriate unit heads, the Committee will review such policy issues as ILL, photoduplication, and circulation activities and their adherence to preservation practices.

41. The Committee should also address the issue of bibliographic access to materials in the process of being replaced, reformatted, or repaired. Consider Josiah online temporary (JOT) applications.

I. Develop and maintain a preservation education program.

42. Focus the program on our two target groups: patrons, and new employees at all levels.

43. Design educational materials such as bookmarks and posters for distribution.

44. Hold annual orientation sessions for new staff.

45. Create a permanent exhibition to be mounted each year for a couple of weeks at tne beginning of the school year.

46. Handouts about food and drink in the libraries should be distributed during the "busy seasons."

47. Disseminate preservation PR throughout the University via the BDH and other publications.

J. Include preservation programs in the library's fundraising activities.

Funds for the Preservation Department could come from endowment but could also be supplemented by in-house activities which may include revenues from a user-education videotape made by Brown.

48. Establish a preservation endowment.

49. Apply for an NEH grant in 1989 or 1990 for protective enclosures, conservation treatments, and a conservation/preservation internship.

50. Continue to participate in cooperatively funded preservation projects.

K. Improve the environmental conditions in all the libraries at Brown.

Although top priority should be given to improving the environment in the John Hay Library where the special collections materials are housed, the other libraries should be monitored as well. The temperature and humidity levels in the Rockefeller Library are erratic, and some staff have reported soot deposits on Level A.

51. Investigate the possibility of separate contracts for the maintenance of the various library HVAC systems.

52. Establish a program to monitor conditions in all of the libraries. When the new hygrothermagraphs are purchased, they should be distributed among the libraries.

53. Establish a program of routine housekeeping for Level C in the Rock. Throw away excess items in Level C.

54. Restrict staff eating in the libraries except in designated areas.

55. Follow the recommendations of the Conservator regarding mold and pest control:

Mold Control

a. Fans and dehumidifiers should be purchased to deal with problems arising from breakdowns in the HVAC system.

b. There should be ongoing discussions with Plant Operations about the importance of environmental controls in limiting the outbreak of mold in all library collections, but particularly in the John Hay.

c. A vacuum aspirator should be set up in the Conservation Lab which could be used for works of art on paper.

d. A small vacuum cleaner should be purchased for dealing with infestations. This unit should be used only for mold. There should be a separate vacuum for cleaning books. *The two vacuums must never be switched.*

e. Heat exchange coils should be cleaned with a mild disinfectant (e.g. Lysol) twice a year in the John Hay.

f. When items are acquired by gift, upon arrival they should be carefully screened for mold.

a. Brown should not rely on chemical spraying to control a pest problem. Chemical fogging should only be used when there is no other course of action.

b. EtO should no longer be used to treat infestations of Brown collections. The Vacudyne should be sold or disposed.

c. Brown should freeze infested items. Items acquired from tropical and Third-World countries should be frozen as a preventive measure. Gifts should be inspected upon arrival for infestation. If items can't be treated immediately, they should be placed in zip-lock plastic bags.

d. The holding area for these acquisitions should be isolated from the freezer area in order to avoid infesting items that have been treated.

e. A commercial freezer with minor adaptations should meet the needs of the Brown community. The freezer should be equipped with a lock, an interior fan, and a temperature readout.

f. Any treatment given to pest-infested items should be carefully documented by the Conservator or conservation technician.

g. Detailed records should be kept on infestations. Information should include bug species, location(s), and items infested.

h. Sticky traps should be distributed around the libraries in order to monitor the insect population. All libraries should be canvassed at the same time, preferably in the spring. A log book should be kept detailing the various types of pests.

i. The Library and Housekeeping should discuss cleaning procedures and their role in pest management. Frequent vacuuming should be encouraged. *Cleaning is the most important step in effective pest* management.

j. There should be annual checks of the library buildings to discover and seal entry-points for pests.

k. The source of water in the tunnel between the Hay and the Rock should be investigated. If it is a foundation problem, appropriate measures should be taken.

l. Library staff should be aware of the possibility of infestations of items received in the mail room. For example, German Cockroaches like to hide in the coorugations of cardboard boxes.

m. Pest kits (vials, zip-lock baggies, and file cards) should be distributed to all libraries. Insects should be delivered to the Preservation Department.

n. Food should be allowed in designated areas only. Places where food is consumed should be closely monitored. The trash should be emptied from these areas late in the day to assure that food does not remain in the libraries overnight or over the weekend. Trash containers with lids should be purchased for the staff lounges.

L. Continue to participate actively in national preservation programs.

Miscellaneous

56. End the side stapling of newsletters. Such items should be sent down to the Bindery for stitching.

57. Keep up to date with the latest technology in non-book formats so that the Library can assess their potential preservation problems.

58. Reconsider the space allocations for the various conservation and preservation functions in the Rock, John Hay, and Sciences Libraries.

Notes

[1] G. Thomas Tanselle, "Reproductions and Scholarship." *Studies in Bibliography* 42 (1989): 25-54, pp. 42 and 45.

[2] To cite just two: Paul N. Banks, *Preservation of Library Materials*, 1978. Reprinted from: *Encyclopedia of Library and Information Science* 23. New York: Marcel Dekker, 1978: 180-222; and Pamela W. Darling and Duane E. Webster, *Preservation Planning Program: An Assisted Self-Study Manual for Libraries*. Washington, D.C.: Association of Research Libraries, Office of Management Studies, 1982, revised and expanded 1987.

[3] Gay Walker et al., "The Yale Survey: A Large-Scale Study of Book Deterioration in the Yale University Library." *College & Research Libraries* 46.2 (March 1985): 111-132, p. 111.

[4] Robert M. Hayes, *The Magnitude, Costs, and Benefits of the Preservation of Brittle Books*. Report # 0 on the Preservation Project. Washington, D.C.: Council on Library Resources, 1987, p. 2.

The preliminary findings of the Hayes study are discussed in *Brittle Books: Reports of the Committee on Preservation and Access*. Washington, D.C.: Council on Library Resources, 1986, p. 8.

[5] Ibid.

[6] *Annual Reports of the Librarian of Brown University, 1893/94 - 1929/30*. Providence: Brown University, 1893/94 and 1929/30.

[7] Preservation Coordinating Committee, *Ten Year Preservation Plan*. Providence, R.I.: Brown University Library, 1983.

[8] Howard Pasternack and Valerie Horton, *Study of the Brown University Acquisitions Department*. Providence: Brown University, 1986, Recommendations 77-79.

[9] *Brittle Books*, p. 16.

[10] Merrily E. Taylor, *The Brown University Library: Goals and Objectives for the Eighties*. Providence: Brown University Library, 1985.

THE UNIVERSITY OF CONNECTICUT LIBRARIES 10-YEAR PLAN: PRESERVATION OF THE COLLECTIONS

The University Libraries' Preservation Department is responsible for improving the physical condition of the Libraries' collections, and for maintaining them in usable condition over time. Means of meeting those goals include:

- .Conserving materials (i.e., performing a wide range of remedial treatments, both structural and chemical; and constructing protective boxes and other housings for worn, damaged, fragile, and particularly valuable items)

- .Contracting for commercial binding services and monitoring those services to ensure optimal functional characteristics and longevity of bound materials

- .Reproducing (i.e., microfilming, photocopying, or otherwise reformatting) materials that have become brittle or are severely mutilated, and that cannot be replaced

- .Educating library staff and users regarding the means and importance of correct care and handling of library materials

- .Administering an environmental control program that includes monitoring the temperature, humidity, light and cleanliness of areas in which library materials are housed; and developing and updating plans for emergency preparedness and emergency response as they relate to damage to library collections.

The Department, then, seeks to minimize damage to library materials and to correct damage once it occurs--such that when a reader selects an item for use it will be in sound condition and can withstand sustained handling.

Unfortunately, the commitment to maintain library materials in usable condition has received very little emphasis in the 20th century, during which collection development, bibliographic control, and reader services have been the focus of concerted attention. The University of Connecticut Libraries, like many others, have traditionally devoted far less than adequate resources to the physical upkeep of collections. It is the brittle books crisis that has drawn international attention to the deteriorated condition of modern library collections, and that is causing institutions to assign new importance to the collections maintenance function.

Long-range plans for preservation of the collections held by the University of Connecticut Libraries are dependent on a variety of factors, most importantly the rate at which those collections are developed and the nature of the materials that are acquired. The recommendations herein assume that the collections will grow at an accelerated rate, that a higher percentage of retrospective and primary resource material will be acquired than in the past, that the percentage of acidic paper used by publishers will be reduced but will remain significant, and that the quality of publishers' bindings will not improve.

What follows is a brief statement of preservation program goals and needs, both short- and long range, presented by function.

CONSERVATION

In the fall of 1986 the Head of the Preservation Department and the Library Conservator conducted a survey to assess the extent of deterioration in the general circulating collections housed in the Homer Babbidge Library. Every item returned to the Circulation Desk during a 14-day period was examined for structural damage, and the results tallied. In all, 6,859 items were reviewed; of these, slightly more than 48% were in need of treatment. (The surveyors estimate that more than half of that 48% represent volumes that require intermediate-level or major treatment.) While no precise projections can be made from these figures, it is probably fair to say that tens of thousands of damaged volumes were returned to the stacks in Fiscal Year 1985/86, during which 222,699 loan transactions were recorded by the Circulation Department. To those volumes must be added an unknown number of damaged materials that were used in-house and also returned to the stacks without treatment.

Keeping in mind that this study involved materials from the general, Government Publications, and circulating Art & Design Library collections only--and that conservation problems in the bound and unbound journal collections, and in all of the special libraries on the Storrs campus, were not included in the assessment--it is clear that the University is faced with a substantial collections maintenance challenge. The scope and depth of the Libraries' conservation effort must change to meet that challenge. Our short-range goal, given additional resources, is to treat approximately 15,000 items a year. The long-range goal is to substantially improve the overall condition of the Libraries' collections.

Staff The Conservation Section of the Preservation Department is currently staffed by one full-time conservator. The level of support for conservation must be increased if a collection comprised of approximately 2,000,000 volumes, 10,000 linear feet of manuscripts, and many other materials is to be even modestly affected by a maintenance program. There is an immediate and pressing need to hire one technician to assist the conservator. Staffing by 1997 should include: one book conservator, one manuscripts conservator, and three conservation technicians. Regarding student assistance, the Section currently employs approximately 1.5 FTE student workers who perform routine procedures (e.g., pamphlet binding and minor book treatments). This number should be doubled in 1987/88. The degree to which it should rise beyond that figure is dependent on the amount of space that can be allocated for conservation services, and the resources that can be allocated for supplies and equipment; and is limited by the nature of the conservation work that can be successfully performed by student assistants.

$42,000 expended on lab equipment, FY 1987, '88, '89

Equipment The existing conservation facility is modestly equipped. Two board shears, several worn book presses, an electric guillotine, and a number of pieces of smaller equipment comprise the total holdings. Installation of a fume hood has been funded. Lack of such basic fixtures as paper washing sinks, a water filtering system, and an ultrasonic polyester welder prohibit the treatment of manuscripts, maps, posters, and other items on flat paper. Equipment totalling approximately $200,000 must be acquired if the conservation

done

purchased

Renovations were made possible by a special university allocation. New lab space is approximately 1700 sq. ft.

Budget was raised to $20,000 for 2 years to build stock. $10,000 was sufficient in FY 1990

program is to accommodate the range of materials that currently need treatment. Space renovation and installation of cabinetry is also required.

Supplies An annual supply budget of $20,000 is required, at least for the foreseeable future, if the Conservation Section is to build an adequate stock of materials and small tools. The need for supplies for pamphlet binding, for example, is great. Highly selective binding of government documents would not only improve the condition of the collections, but would greatly assist researchers and shelvers.

Outreach The regional campus libraries are not affected by the modest preservation program that has been established for the Storrs libraries. At least one full-time position should be devoted to bindery preparation and routine conservation of materials at the Law School Library. Special conservation services could be provided by Babbidge for the Health Center, Law, and Trecker Libraries if an additional full-time technician were hired specifically to meet the needs of those libraries. It is reasonable to view the proposed conservation facility as a shared resource, since it is not likely to be duplicated at other sites.

BINDERY PREPARATION

Unbound journals, paperbacks, and some worn and damaged books (largely 20th century materials with insignificant covers) are sent to a commercial firm for "library binding." Commercial binding technology has become increasingly sophisticated in recent years. Where once the library's role was to determine appropriate spine labelling information and to pack items for pickup by a vendor--today the library must make treatment decisions based on the condition and structural nature of each item being bound, and the range of treatment alternatives offered by the binder. User-friendly library binding (i.e., binding that results in volumes that open well and that can be easily photocopied) is now possible; however, monitoring a modern binding program requires a different level of skill on the part of library staff and demands more staff time.

$180,000, Storrs only

Staff The Bindery Preparation Section of the Preservation Department, which currently expends $120,000 for contractual services and is responsible for the binding and commercial boxing of more than 17,000 volumes annually, is staffed by one full-time supervisor assisted by students. (Until 1985, when resources were reallocated to create the Department, there were two full-time staff devoted to bindery preparation.) As a consequence, preparation activities are scattered throughout the libraries and are often carried out by professional librarians who lack support staff to whom such work might be assigned. Given this, and that staff outside the Preservation Department lack the specialized expertise required to make optimal binding decisions (particularly for non-routine cases), it would be highly desirable to centralize binding services for all special libraries and library units on the Storrs campus. A bindery clerk is urgently needed in the Bindery Preparation Section to restore staffing to its former level, and to begin the process of centralization. By 1997 the Libraries should employ one full-time bindery supervisor and two full-time bindery clerks.

1.5 FTE added

87

Bindery Budget As the Libraries' collecting activity increases, particularly with regard to acquisition of serials, the binding budget must be increased accordingly.

REPROGRAPHY

That the acidic paper produced since the middle of the 19th century has had a devastating effect on research libraries is increasingly well-known. The University of Connecticut Libraries are no exception. The problems posed by embrittled materials are faced by the Preservation Department each working day. Microfilming is the solution of choice at present, largely because no other technology is currently as reliable--and because once a preservation master negative is produced, and a printing master made from that, an infinite number of service copies can be distributed through sale to other libraries. The University Libraries have no filming program. When a brittle book from the general collections is identified by a researcher or a staff member, it is sent to the Conservation Section. There it is evaluated and routed to a collection development librarian. If the item is in scope and is not available on the open market, it is added to the Libraries' growing "brittle books collection" (which is housed in a storage room in the basement of the Homer Babbidge Library). Such books cannot be taken from the Library, and can be accessed only through the Current Periodicals Room. Embrittled items in all other collections receive no attention, except that a few badly deteriorated items have been boxed. It is not only published materials that suffer from embrittlement. Many of the materials in the Libraries' archives and manuscripts collections should be filmed--either for replacement purposes or to protect the originals from handling. A modest filming project is planned for FY 1991

Staff An assistant preservation librarian should be hired at the earliest opportunity to supervise a reprography program. Activities would include performing (in consultation with collection development staff) a variety of bibliographic and technical tasks associated with preparing materials in the "brittle books collection" for filming; and working with archivists and curators of manuscript collections and other special collections to identify and prepare unique, special, and severely deteriorated materials for filming. Filming should be contracted out, at least at the outset of the program. Full staffing would require the addition of two full-time support positions and less than 1 FTE student assistant to accomplish technical work such as bibliographic searching and record preparation, collation, preparation of targets, and inspection of completed film for adherence to established standards. (Approximately 600 to 800 monographs per year can be fully prepared by one full-time person; preparation of manuscript collections is more difficult to calculate.)

Equipment Assuming that microfilming is contracted out, approximately $2,000 is currently required to set up a quality control station. The decision as to whether to acquire and run one or more planetary cameras and/or a camera that produces microfiche should be made only after commercial services have been used and thoroughly evaluated. Cameras currently cost approximately $20,000. In-house filming would require one operator per camera; approximately 600 to 800 monographs per year per camera can be filmed. Current in-house filming costs have been calculated by one library to be approximately 20 cents per frame for printed materials.

Outreach Ultimately, if a full-scale filming operation is successfully developed for the Libraries, consideration should be given to assisting other University offices with examination of microfilming and microfiching needs, and preparation of materials for filming.

PROSPECTIVE PRESERVATION

During this decade, surveys of library collections have been conducted that suggest that the useful life of modern paper is approximately 40 to 50 years. While research libraries and archives are currently faced with the need to reproduce many of the materials printed and written between 1850 and 1930, the wholesale filming of library and archives collections is regarded as a necessary salvage effort--not as an optimal approach to long-term retention of all types of materials. Research and development is currently underway to design and perfect mass deacidification processes that would make it possible to batch-alkalize large quantities of acidic materials that are not yet brittle, and thus preserve them. The goal is to build regional deacidification facilities that can be used by multiple institutions, thereby enabling libraries and archives to opt for selective retention of modern research materials in hard copy.

Deacidification Budget The Libraries should begin planning for a new budget line for contractual deacidification services. That budget should be no less than 2% of the total annual acquisitions budget. The projected cost for mass deacidification of materials before they become brittle (i.e., approximately $4 to $6 per volume) compares favorably with the cost of filming them after they become brittle (currently approximately $65.00, including all associated preparation costs, for a 300-page book).

SHELF PREPARATION

Preparing newly acquired materials for shelving involves the application of labels, stamps, security stickers, book plates, and security devices. More than 30,000 items are processed each year by a full-time supervisor and an all-student staff. Backlogs in the Shelf Preparation Section of the Preservation Department currently number more than 3,000 volumes--all of which are fully cataloged and ready (except for marking) for use.

Staff A half-time clerk should be hired to assist the supervisor and to ensure constant, close supervision of students. The number of students in the Section should be increased from approximately 1 FTE to approximately 2 FTE in Fiscal Year 1987/88. As collecting and cataloging levels increase, that number must be increased accordingly.

Staff has been supplemented with .5 FTE temporary labor

ADMINISTRATIVE RESPONSIBILITIES

The administrative responsibilities that accompany all management positions (e.g., planning; policy, personnel, budget, and work flow management; coordination of departmental activities with library-wide activities), and those that have specific preservation program implications (e.g., contract administration, staff and user education, environmental monitoring), receive

inadequate attention in the University Libraries. The addition of support positions for the 3 full-time people who currently staff the 3 sections of the Preservation Department will greatly enhance the Department Head's ability to function at the management level.

ORGANIZATIONAL STRUCTURE

Currently the Preservation Department reports to the Associate Director for Technical Services. While the Department is linked by virtue of work flow to the Technical Services Division, it is intellectually linked to collection development activities. (The combined effort of building and preserving library collections has lately been described as "collection management."). Long-term plans for the Libraries should include the addition of an Associate Director for Collection Development and Preservation, to whom the head of the Preservation Department and all full-time selectors would report, and with whom all other selectors in the Library system would coordinate their collection development activities.

Jan Merrill-Oldham
Head, Preservation Department
March 1987

Annotated March 1990
JMO

DUKE UNIVERSITY

Excerpted from "Library Priorities" Document developed at the 1987 Department Head's Retreat.

III. PRESERVATION

Objective:

Selectively preserve the intellectual content of the library collection. Identify and preserve those items of artifactual value.

Goal:

Selectively preserve the library's collection through a formal preservation program.

Strategies:

1. Within the cooperative aims of TRLN, the Collection Management Office, utilizing the subject selector's expertise, shall be responsible for preservation guidelines and activities. (Year 1) C.M.

2. Add or transfer sufficient support staff to provide searching support...(Year 1 - 1 FTE L.A.)

3. Pursue areas of joint preservation interest with regional area. (Year 1-3) C.M.

4. Seek outside funding for preservation (e.g. a regional deacidification center) (Year 1) J.E.

5. Purchase new microfilm camera for limited local filming. (Year 1) A.J.

6. Arrange for preservation microfilming by an outside vendor or another TRLN library. (Year 2-3) C.M.

7. Establish a line-item in the budget for replacement or reformatting of endangered materials. (Year 1) J.C.

8. Need 1/3 of money transferred from salary - money to non-salary (minimum $100,000 by the third year) for replacement and reformatting of materials. J.C.

9. Need 1/4 of the money saved by staff transfers ($50,000 by Year 3) to assist with preservation. J.C.

I. RECOMMENDATION A

Provide clear direction and leadership for the preservation effort, with good management of the efforts in all areas of the library system.

Rationale

Preservation training and education should be centralized for the Perkins library system. Good direction and leadership are essential for a successful training and educational program. Clear lines of responsibility for preservation are needed to ensure that staff members know what to do with materials in need of special handling/repair once they identify them. A central source of information and policies about preservation will increase consistency of procedures and reduce duplicative efforts.

Implementation and cost

Hire a Preservation Librarian to direct and manage all preservation activities throughout the Perkins system.

Cost: $25,000-$30,000/yr.
Person(s) Responsible: University Librarian

Alternatives

1. Transfer part of an existing professional position (and the individual in it) to preservation activities, to coordinate efforts throughout the library system.

Cost: $0
Person(s) Responsible: University Librarian

2. Create a preservation matrix, in which selected individuals now carrying out preservation efforts meet periodically to coordinate activities. These individuals will continue to report to their respective department heads.

Cost: $0
Person(s) Responsible: University Librarian

3. Appoint departmental liaisons to form a preservation network throughout the Perkins library system. These liaisons will serve as the contact persons within their departments for matters concerning preservation. They will meet regularly to design preservation activities, training, etc.

Cost: $0
Person(s) Responsible: University Librarian/Department Heads

MCGILL UNIVERSITY

PRESERVATION AND CONSERVATION WITHIN THE MCGILL LIBRARIES:

A Report of the Director's Task Force

on Conservation/Preservation

February 1, 1989
McGill University Libraries

PRESERVATION AND CONSERVATION WITHIN THE MCGILL LIBRARIES:

A Report of the Director's Task Force on Conservation/Preservation

> The dryness of the stack is having a bad effect upon bindings, and next year provision will have to be made for increasing the humidity.
>
> Report of the Library Committee
> McGill University, for the year 1922-23

INTRODUCTION

McGill Librarians are responsible for collection building, and collection preservation and conservation (p&c). Like our colleagues in many other research institutions however, our p&c efforts have focused traditionally on special collections.

In recent years this has changed. Concerns for the deterioration of general collections have increased to the point where the creation of a system-wide, comprehensive p&c program, designed particularly to protect general collections as well as special collections, has become an immediate priority. Most of our sister research institutions have already put such a program in place. We have not done so, and now is the time to act.

There are many reasons to expand the focus from special to general collections. Two stand out. The first is an increased awareness of the destruction caused by the pollution of our natural environment. That this frightening aspect of modern life adversely affects both our physical and our intellectual resources is an inescapable conclusion.

The second reason is that the story of brittle paper has been told well and often. Brittleness is a slow but sure paperkiller and much of our general collection consists of books and other items whose paper is in the process of becoming brittle or is already brittle. In addition to the physical damage caused by heavy use, poor handling, photocopying and mutilation, we know the exacerbating effects poor environmental conditions have on the inherent acidity that causes brittle paper. And we know what steps, such as monitoring, and

maintaining proper and stable temperature and humidity levels, must be taken to check its deadly progress.

MCGILL BACKGROUND

Fortunately, McGill will not be starting from scratch in creating a p&c program. McGill librarians have long practiced sound p&c techniques, albeit on an object-by-object basis, and primarily within the context of special collections. Staff responsible for special collections, for example, are conversant with p&c techniques and practice them as best they can given very limited resources. And special collections are housed separately from general collections, with restricted use and higher security measures in force, and accordingly suffer much less from physical abuse.

And in recent years McGill librarians have taken a number of positive steps that create a foundation upon which a comprehensive program can be built.

The first step was to call attention to the deteriorating general collections and to the need for their preservation. This was done by the authors of the 1982 Collections Analysis Project Final Report:

> the wide-spread nature of these problems (acid paper, environmental pollutants, lack of temperature and humidity control) is sufficient reason to recommend that conservation and preservation receive the attention of the library administration. (p. 13)

The CAP Report asked the Director of Libraries to consider:

> preservation at all levels. . . not only the need to conserve rare books. . . [as well as a need]. . . for quick basic repair of current library materials. (p. 14)

The CAP Report included seven recommendations grouped under the rubric "Preserving the Historical Record." These recommendations called for temperature and humidity controls, surveys of McGill libraries and collections, the need for a disaster plan and special supplies for storing and protecting special collections, and the appointment of a full-time

"collection/maintenance specialist with adequate support" to provide advice, training and book repair. (Recommendations 19 through 25.)

As a result of the CAP Report, Marianne Scott, then Director of Libraries, in her Annual Report to the University of 1982/83 called:

> the need to preserve and restore the present collection. . . [one of three] critical library needs. (pp. 5-6)

Dr. Hans Möller, as Acting Director of Libraries, in his annual reports of 1983/84 and 1984/85 promised that:

> the pressing problems of conservation and preservation will be addressed. . . [and that] plans call for significant and new initiatives in. . . preservation. (1983/84, p. 7 and 1985/86, p. 13)

In November 1987, acting on the strong recommendation of Dr. Möller, Director of Libraries Dr. Eric Ormsby created the Task Force on Conservation/Preservation and gave it a mandate to prepare for him a brief report with specific recommendations on setting up a p&c program. Dr. Ormsby indicated his intention:

> to give high priority to developing a preservation/conservation program for the McGill Libraries. (Letter from Dr. Eric Ormsby to members of the Task Force, November 20, 1987)

In 1988, Dr. Ormsby created the position of Preservation and Collections Librarian to formulate, develop and carry through a sound and workable policy for preservation of the libraries' collections on a system-wide basis.

Other recently taken positive steps include:

1. The creation of an Emergency Procedures Manual.
2. A survey of System-wide binding practices.
3. Implementing procedures for selecting and processing brittle or damaged materials by the Central Technical Services Unit and the HuSSAL Collections Office.
4. The transfer of pre-nineteenth century books from the general McLennan stacks to

the Rare Book Department.

5. The creation of a rare book area in the Islamic Studies Library.

6. Highlighting the urgent need for p&c at the first annual Library Day, 1988.

THE NEED FOR COOPERATIVE EFFORTS

We know what steps must be taken to protect our collections, but we must also recognize that McGill cannot solve all its p&c problems acting alone. The resources needed to set up a mass deacidification program, to give just one example, are beyond McGill's capacities. The answer is to share these costly burdens with other institutions having similar needs. Provincial and federal p&c programs are in place. The BNQ has an outstanding program; the National Library and National Archives share the costs of one of the few mass deacidification units now operating in the world. But these programs and facilities are designed to deal primarily with national and provincial priorities and collections. Indeed, there are no federal or provincial programs as yet in place even to coordinate p&c efforts by non-governmental research institutions such as McGill. Thus McGill, in developing a program to meet its priorities, must also provide leadership aimed at creating cooperative programs. A regional deacidification unit to service Quebec research institutions, and the creation of a national preservation master register are two important examples of cooperative efforts in which McGill can play a leading role.

RECOMMENDATIONS

The members of the Task Force on Preservation and Conservation take this opportunity to recommend, by priority, steps that will lead to a coherent and comprehensive policy and program for preservation and conservation at McGill.

1. Convince the University that the environment in which its libraries operate must be stabilized.

Without a doubt, maintaining reasonably stable temperatures and relative humidity levels within the libraries on a year-round basis is the one most effective step that can be taken toward protecting our collections. The University has the means for providing this stable environment (at least in terms of heating and air conditioning) in place and must be convinced the future of its collections is more important than the immediate conservation of energy upon which its priorities are now focused.

2. Appoint an on-going preservation and conservation group to provide support and advice to the Preservation and Collections Librarian.

The group would take an active role in setting priorities such as coordinating titles for preservation microfilming, and the setting of standards, policies and procedures for selection of titles for preservation.

3. Take a random survey of the general collections to determine the extent of our problem with brittle paper, damaged bindings, wear and tear and the like.

The results of this sampling should provide useful data for planning and fundraising.

4. Create a p&c laboratory, a centralized facility that can offer services and advice to all McGill libraries, and appoint a conservator and appropriate staff to operate the laboratory.

This laboratory should be equipped to handle simple binding and paper repairs, encapsulation, boxing, photocopying and other reasonable in-house p&c activities as required to maintain McGill's general collections. And while the protection of the general collections will be a priority, the laboratory can also provide needed advice, services and equipment to the staffs of the special collections.

The conservator will be responsible to the Preservation and Collections Librarian for providing these services, for standardizing binding and other p&c practices, for collecting and reporting p&c data, and for training general library staff in proper p&c techniques such as

book handling and shelving.

5. Take the initiative in providing positive leadership in creating cooperative programs for dealing with tremendously costly programs such as mass deacidification, or in creating programs for which there is a real need and that do not require massive funding, such as building a national preservation master database.

MEMBERS OF THE DIRECTOR'S TASK FORCE

ON PRESERVATION/CONSERVATION

Joanna Andrews
Cynthia Leive
Eleanor MacLean
Dr. Hans Möller, former Chairman
Irena Murray
Michael Renshawe, Chairman
June Schachter
Elizabeth Silvester

NATIONAL LIBRARY OF MEDICINE

Report of the Task Force on Organizational Responsibility for Preservation Activities

March 1, 1985

Task Force Members:

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KEY:

ADLO - Associate Director of Library Operation
HMD - History of Medicine Division
LHC - Lister Hill Center (research and development arm of NLM)
RSD - Reference Services Division
TSD - Technical Services Division

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I. Introduction

The Task Force on Organizational Responsibility for Preservation Activities is one of six groups established to gather information and develop recommendations in specific areas related to preservation. The specific charge to this Task Force was to:

1. Develop an inventory of current NLM preservation activities which includes:
    - organizational component(s) involved
    - number and kind of FTEs involved
    - current budget for the activity
2. Examine the organization of preservation activities in other organizations with effective preservation programs.
3. Identify any problems with the organization of preservation activities at NLM.
4. Recommend any changes to the organization of preservation activities at NLM, including summarizing the qualifications for and duties of any new positions needed.

We have considered each element of the charge and offer the following report to the Preservation Planning Team for use in preparation of the NLM Preservation Plan. The Task Force will be happy to meet with the Team to answer questions or provide clarification of the information in the report.

II. Existing NLM Preservation Operation

Current preservation activities for the post-1870 collection consist primarily of binding current serials and monographs, collection maintenance, and a very small amount of microfilming. Special preservation efforts are directed toward the Library's collections of rare books, manuscripts, prints and photographs, and archival films. Responsibility for these activities is divided among the Reference Services Division (RSD) and the History of Medicine Division (HMD). The content of all of these operations is well described in the November 1984 Background Paper "Preservation at the National Library of Medicine" (pp. 10-13). The purpose of this Section is to summarize current resources devoted to those preservation activities. The following table indicates the organizational unit, FTEs, and funds involved in direct preservation activities. The table does not include administrative overhead in the offices of the Chiefs, HMD and RSD and ADLO. It also excludes OCCS expenditures that can reasonably be assigned to the present binding and microfilming activity and a proportional share of the NIH management fund.

III. Preservation Functions NLM Should Perform

The adequacy of the present organizational structure and resources devoted to preservation must be evaluated against the preservation functions that NLM should be performing. To address this issue the Task Force identified the following list of functions as essential to a successful preservation program. Those that NLM does not perform currently to any significant degree are preceded by an asterisk (*). Those that are being addressed are followed by the abbreviations of the organizational unit(s) responsible.

Preservation Functions

1. Management

   * ° Developing and administering preservation policies, including:

      ° Preservation priorities as related to the collection development policy

      ° Copyright issues

      ° Allowable uses of archival copies

   * ° Planning, administering, and coordinating preservation programs

   * ° Identifying budget and staffing needed (securing outside funding?)

- ° Initiating and managing contract actions (RSD, HMD)

* ° Evaluating effectiveness of preservation activities

2. Cooperative Programs

* ° Working with Publishers to promote original publication on archival quality materials, reprinting of important works, etc.

* ° Consulting with professional societies, etc., on preservation priorities

* ° Developing cooperative programs with:

  - ° Other U.S. national libraries (division of responsibilities, use of others facilities/expertise, e.g., LC deacidification facility)
  - ° Research library groups (e.g., ARL, RLG)
  - ° U.S. biomedical libraries/RML network
  - ° Foreign national libraries

* ° Sharing preservation information, including what has been preserved

3. Collection Maintenance

- ° Storing the collections (RSD, HMD)
- ° Binding (RSD, HMD)
- ° Gapping (RSD, TSD)
- ° Shelf reading (RSD)
- ° Making minor repairs (RSD, HMD)
- ° Maintaining NLM archives (HMD)

4. Collection Integrity/Security

- ° Preventing and detecting theft (OA, RSD, TSD)
- ° Guard force orientation and liaison (OA, RSD, HMD)
- ° Disaster prevention (broadly interpreted:

fire, water damage, mutilation, vandalism, etc.) (RSD)

5. Technical Preservation/Conservation

* ° Monitoring developments in preservation techniques, equipment, supplies, and programs

* ° Evaluating and selecting preservation techniques

* ° Evaluating preservation impact of equipment and supplies used in processing and service activities

° Monitoring and controlling environmental conditions (RSD, HMD - principally film vault)

° Selecting items to be preserved (RSD, HMD)

* ° Searching to determine if preservation copies already exist in other institutions

° Preserving by appropriate methods (e.g., deacidification, oiling, rebinding, transfer to another medium - microfilm, disc, etc.) (RSD, HMD)

6. Education/Public Information/Consultation

° Staff training in safe handling, processing of material (RSD, for technicians and students working in stacks)

* ° Information/training for users on how to use material without causing unnecessary damage

* ° Consultation/education for other biomedical libraries, special collections in medical history, etc., re: preservation issues and methods

7. Research

° Developing and testing new preservation methods (LHC)

In our view, the existing preservation organization, while appropriate and adequate for the level of preservation activity currently underway, is not well-suited to the expansion of preservation functions that we believe the Library must undertake.

IV. Organization of Preservation Functions at Other Research Libraries

The organization of preservation functions in U.S. research libraries is in a state of flux. Like NLM, many research libraries are beginning to focus greater attention on preservation and are examining current practices with a view toward changing and improving them. Although it is too early to identify the predominant form of organization that will emerge, several research libraries have taken steps to ally preservation and collection management with collection development. For example, at Columbia, the Head of the Preservation Department supervises four sections or units and reports to Resources Group which is also responsible for collection development. The Resources Group itself is organizationally on a par with Technical Services and Public Services. At the State University of New York at Buffalo, the Preservation Officer assists the Assistant Director for Collection Development. Other similar examples could be cited. The trend to combine preservation with collection development, if it is indeed a trend, is supplanting a previous tendency to include the preservation function within the Technical Services operation or within the special collections department.

Just as there is no single organizational home for the preservation function, there is no single type of unit involved. In some cases, a single preservation "coordinator" or "officer" has responsibility for program planning and development; in other cases a large department or section handles all preservation activities. Not surprisingly, those libraries with very large, old, and distinguished research collections (e.g., Library of Congress, Columbia, NYPL, Yale) are more likely to have large preservation departments and to perform a considerable amount of onsite preservation.

In sum, research libraries organize the preservation function in a number of different ways. The differences reflect variations in size, organizational history, funds available for preservation, and commitment to an active preservation program. There does not appear to be one best way to organize a preservation program.

V. Options for Organizing Preservation at NLM

In evaluating potential preservation organizations, the Task Force assumed that current ceilings on budgeted positions and FTEs would remain in effect for at least the next few years. The group also believes that it is desirable for NLM to continue its current practice of contracting out the majority of the physical preservation of materials, even if the scope and nature of the preservation activity is changed significantly.

The following options for organizing the preservation function at NLM were discussed:

1. Creation of a small Preservation Office reporting directly to ADLO to handle coordination, policy development, and cooperative activities. Ongoing preservation and collection maintenance activities to be handled by HMD and RSD.

2. Creation of a Preservation Section in RSD, HMD, or TSD to handle coordination, planning, and most ongoing preservation and collection maintenance activities.

3. No change to existing LO organizational structure. Additional preservation responsibilities to be added to existing units in HMD and RSD.

4. Creation of a Preservation Division reporting to ADLO.

5. Creation of a Collection Development and Preservation Division reporting to ADLO.

6. Creation of a Preservation Coordinator position reporting to the Chief, RSD.

7. Creation of a Preservation Office reporting to the Director, NLM.

8. Creation of a Preservation Section in the Office of Administration.

The following options were rejected after brief consideration. They were considered unsuitable for the reasons given below:

Options 3 and 6:	Provide insufficient visibility and stature for preservation.
Options 4 and 5:	Insufficient budget, personnel, and program activity to warrant this organizational level.
Option 5 :	Most disruption to the current organization.
Options 7 and 8:	Would tend to make it more difficult to coordinate preservation with other basic library functions.

The two options deemed most workable by the Task Force are

(1) a small Preservation Office reporting directly to the ADLO and (2) creation of a Preservation Section in one of the Divisions. RSD was chosen as the best location for any new section because ongoing preservation responsibilities for the majority of the collection already reside there. HMD currently has responsibility for preservation of older materials and special collections, but these do not represent the bulk of NLM's preservation problems. Addition of a Preservation Section to TSD would bring the responsibility for preservation and collection development together, which is desirable, but it would also expand the size and functions of what is already the largest LO Division. For this reason, TSD was rejected as a site for any new section. The same argument does not apply to the creation of a Section within RSD because the preservation function is already primarily an RSD responsibility and most of the staffing for the new Section would come from existing RSD units.

The two preferred options are described in greater detail below. The staff for both options is expected to come from within the existing Library Operations' personnel ceiling.

Option 1: Preservation Office

A. Location: In Office of the Associate Director for Library Operations. Preservation Coordinator reports to the Associate Director for Library Operations (Deputy?) and is a member of the LO Senior Staff.

B. Functions:

Management

1. Coordinate the development of preservation policies (including preservation priorities, copyright implications, and use of archival copies).

2. Plan and coordinate preservation programs.

3. Evaluate effectiveness of preservation programs.

Cooperative Programs

4. Work with publishers to promote original publication on archival quality materials, reprinting of important works, etc.

5. Consult with professional societies when determining preservation priorities.

6. Develop cooperative preservation activities with other national libraries, research libraries (ARL, RLG, etc.), U.S. biomedical libraries, (the RML network), and foreign national libraries.

7. Coordinate sharing of preservation information, including what has been preserved.

Technical Preservation/Conservation

8. Monitor developments in preservation techniques, equipment, supplies, and programs.

9. Evaluate and select preservation techniques.

10. Evaluate preservation impact of equipment and supplies used in processing and service activities.

Education/Public Information/Consultation

11. Provide staff training in safe handling and processing of material.

12. Provide users with information/training on how to use material without causing unnecessary damage.

13. Provide consultation/education to other biomedical libraries, special collections in medical history, etc., regarding preservation issues and methods.

Research

14. Identify appropriate research efforts to be undertaken in conjunction with the Lister Hill Center and/or other organizations.

C. Staff

1. Preservation Coordinator, GM-13/14

Coordinates NLM preservation programs. Develops preservation policies and cooperative programs.

2. Preservation/Conservation Specialist, GS-11/12

   Consults with the Divisions, other libraries on preservation techniques, methods, items that should be preserved, etc. Evaluates effectiveness of preservation methods used. Monitors technical developments in preservation.

3. Librarian, GS-9/11/12

   Provides staff and user training and technical assistance to Divisions. Assists in monitoring technical developments in preservation.

4. Secretary, GS-4/5

D. Preservation Functions to be Handled in RSD/HMD:

1. Collection maintenance - including storing the collection, binding, gapping, shelf reading, minor repairs.

2. Collection integrity/security.

   Preventing and detecting theft, guard force orientation and liaison, disaster prevention.

3. Monitoring and controlling environmental conditions.

4. Selecting items to be preserved and searching to determine if preservation copies already exist.

5. Preserving by proper methods (as determined by Preservation Office).

E. Advantages of Office Option (as opposed to Section)

1. Provides moderate to high visibility for Preservation program and emphasizes management sense of urgency and priority regarding preservation.

2. Involves fewer organizational layers in policy discussion and development.

3. May make it easier to coordinate cross-divisional programs.

4. Provides greater stature for the program in

negotiations with outside organizations.

5. Requires relatively little disruption of existing organizational units.

6. Allows for greater concentration on planning, evaluation, and cooperative activities because responsibility for ongoing preservation activities remains in other units.

7. Separates responsibility for evaluating the effectiveness of preservation programs from responsibility for conduct of the programs.

F. Disadvantages of the Office Option (as opposed to Section)

1. Increases potential for coordination problems since office has no line authority over units doing inhouse preservation work.

2. Adds to division of responsibility for preservation.

3. Separates "glamorous" aspects of preservation program, e.g., planning, external contacts, from units responsible for day-to-day work.

4. Increases size of LO senior staff and adds to number of people reporting to ADLO.

5. Narrows responsibilities of the Office of the Chief, RSD.

6. Removes the healthy conflict between service and preservation from within RSD.

Option 2: Preservation Section

A. Location: In the Reference Services Division. Head, Preservation Section reports to the Chief, RSD.

B. Functions:

Management

1. Coordinate the development of preservation policies (including preservation priorities, copyright implications, and use of archival copies).

2. Plan and coordinate preservation programs.

3. Identify budget and staffing needed.

4. Initiate and manage contract actions. (HMD will share this function.)

5. Evaluate effectiveness of preservation programs.

Cooperative Programs

6. Work with publishers to promote original publication on archival quality materials, reprinting of important works, etc.

7. Consult with professional societies when determining preservation priorities.

8. Develop cooperative preservation activities with other national libraries, research libraries (ARL, RLG, etc.), U.S. biomedical libraries (the RML network), and foreign national libraries.

9. Share preservation information, including what has been preserved.

Collection Maintenance

10. Bind library materials.

11. Make minor repairs.

12. Maintain NLM archives.

Technical Preservation/Conservation

13. Monitor developments in preservation techniques, equipment, supplies and programs.

14. Evaluate preservation impact of equipment and supplies used in processing and service activities.

15. Monitor and control environmental conditions.

16. Select items to be preserved.

17. Search to determine if preservation copies already exist.

18. Preserve library materials by appropriate methods. (HMD will share this function.)

Education/Public Information/Consultation

19. Train staff in the safe handling and processing of material.

20. Provide users with information/training on how to use material without causing unnecessary damage.

21. Provide consultation/education to other biomedical libraries, special collections in medical history, etc., regarding preservation issues and methods.

Research

22. Identify appropriate research efforts to be undertaken in conjunction with the Lister Hill Center and/or other organizations.

C. Staff

1. Head, Preservation Section, GM-13/14

Plans and manages NLM's preservation program, coordinating the development of policies and cooperative programs. Supervises overall work of the Section, providing administrative leadership.

2. Preservation Officer, GS-11/12

Serves as inhouse expert in technical aspects of preservation; maintains knowledge of current trends and standards in good preservation practice; provides training and advice for other units of the Library and is available to provide limited consultative services to the Biomedical library network.

3. Collection Maintenance Officer, GS-11/12

Serves as project manager of preservation, binding preparation and binding contracts. These include contracts for mass deacidification and large-scale transfer to other media (such as commercial micropreservation, use of video technology, etc.)

4. Collection Development Officer, GS-11/12

   Assists in the development of collection development and preservation policies, implements these policies; coordinates sharing of information regarding what has been preserved; selects and determines if preservation copies already exist.

5. Library Technicians, GS-4/5/6/7

   Used as support staff for historical film preservation; inhouse microfilming; small book repair; film vault supervision; and environmental monitoring.

6. Secretary, GS-4/5

D. Preservation Functions to be Handled in HMD and the Circulation and Control Section, RSD

1. Collection maintenance - storing and controlling the collections, gapping, shelfreading.

2. Collection integrity security - preventing and detecting theft, guard force orientation and liaison, disaster prevention (including fire, water damage, mutilation, vandalism, etc.).

3. Preservation and collection maintenance activities related to special collections (e.g., manuscripts, prints and photographs, rare books).

E. Potential Advantages of Section Option (as opposed to the Office)

1. Policy, planning, and operational responsibilities are combined so there is less potential for coordination problems and no split between "glamorous" and "routine" aspects of the job.

2. Number of units with preservation responsibilities is reduced; most preservation workers are together under a single line authority.

3. Promotes rapid operational decision-making at a level closest to the work.

4. Size of LO senior staff and number of people reporting to ADLO remain unchanged.

5. Responsibilities of the Office of the Chief, RSD, remain the same.

6. Healthy conflict between service and preservation remains within RSD.

F. Potential Disadvantages of Section Option (as opposed to the Office)

1. Lower visibility for the program and perhaps lower stature with outside observers and NLM staff.

2. Longer reporting chain to ADLO.

3. Extramural/policy development activities could be overshadowed by operational responsibilities.

4. Requires some reorganization of at least two RSD Sections and perhaps HMD.

5. Leaves some preservation responsibility in HMD.

6. Depending on funds available, level of program activity may not warrant a Section.

Conclusions and Recommendations

The Task Force views both options for organizational structures for the NLM preservation program as viable and capable of directing the expansion of NLM's preservation program. There are advantages and disadvantages to each; at this point, neither one emerges as clearly superior to the other. Both options should be reviewed in light of the action items identified by the other Task Forces and the Preservation Planning Team itself. This review may show one of the two to be better suited to accomplishing the highest priority tasks.

OHIO STATE UNIVERSITY

Excerpted from "Preservation Planning Program Study Report," Ohio State University Libraries, October 1986.

D. Task Force 4: Organizational implications of preservation

Unlike most research libraries that are participants in the ARL/OMS Preservation Planning Program, the OSU Libraries had already made the commitment to establish a formal preservation program before it undertook this self-study. Since November 1984, the Libraries has had a Preservation Office headed by a trained preservation specialist. The organization of this Office, and other direct preservation activities in the Libraries are outlined above in section II.E., "Preservation efforts to date in the OSU Libraries."

All libraries carry out preservation functions even without a formal preservation operation. Specific and explicit preservation policies are still not common in most research libraries, but there are nevertheless preservation implications in many written and unwritten policies dealing with many aspects of a library system. Within the Libraries there are preservation implications in the work of nearly every unit — in selection, routine processing, circulation, stack maintenance, book repair, the mail system, binding policies, documentation, and so on.

The Charge: The Task Force on Organizational Implications of Preservation (Task Force 4) was given the charge to examine the Libraries' current organizational procedures and activities, to analyze the procedures and activities in light of pertinent preservation issues, and to report to the Preservation Study Team on its findings and recommendations.

Methodology: The Task Force began its work by collecting documentation of organization-related preservation procedures currently in use in the OSU library system. Among the documents the Task Force examined were the Library Policies and Procedures Manual (not in current use) and written procedures of Technical Services and the mail system. The Task Force created a series of flow charts to document the flow and handling of materials from their receipt by the Libraries through processing to public service units, to the shelf, to the patron and back to the shelf again. Flowcharts were developed for the mail system, Acquisitions, Cataloging, Circulation, Copy Cataloging, routing of materials to all library units, and Labeling. These areas were then visited by the Task Force members for observation of processing and handling procedures that were perceived to have an impact on the preservation of the materials.

Concurrently, the Task Force identified for study the following organizational, processing, handling and treatment issues:

- the use of book returns;
- temporary binding policies in lieu of commercial binding;
- the gathering and reshelving of materials;
- food and beverage policies;
- treatment and/or replacement of damaged and brittle materials and the replacement of books declared lost by patrons;
- post-processing marking of library materials;
- the use of flags and streamers by the Libraries' faculty and staff for the identification of needed treatments;
- first time binding policies for serials and paperback materials;
- procedures for "tattletaping" library materials (i.e., sensitizing items to the electronic security system);
- the use of paper clips in processing;
- the use of bookplates;

- interlibrary loan policies; and
- several other related matters.

The Task Force developed a series of survey instruments to record observations and interviews. Findings were then analyzed and recommendations made to the Study Team.

Findings of the Task Force:

Documentation: Systematic documentation related to preservation is lacking.

Workflow: The Task Force made the following observations on the general flow and handling of materials throughout the system:

- special collections materials. There are no written guidelines or "rules and regulations" for users of Special Collections or the Hilandar Research Library. The University Archives and the Library for Communication and Graphic Arts provide their readers with such documents.
- shelving practices and shelving decorum. Book supports are needed; many large items are shelved on their fore-edges; materials on shelves are not well maintained.
- obstructions in the transport of materials. Protruding fire door sills in hallways have caused book trucks to tip over during transport.
- book plates. Of the more than thirty types of bookplates affixed to materials acquired by the Libraries, none was found to be alkaline ("acid-free").
- paper clips. Order slips and book plates are attached with paper clips to incoming monographs in Acquisitions. Paper clips can damage the books when they are removed, and additional damage can occur if they are left in the books.

Book returns: The 17 after-hours book returns ("book drops") in the system are emptied on varying schedules. Some librarians do not favor removal of the after-hours book returns because of concern for the easy return of high-demand materials by patrons. Nevertheless, damage, including damp and torn pages, damaged bindings, and the miscellaneous results of vandalism, is routinely reported as a result of the use of book returns. Four of the most heavily used after-hours book returns -- located at the very convenient 15th and High Street location -- were eliminated by decision of the Libraries Administration in January 1986. No adverse patron reaction was reported following the action.

Temporary binding: Many libraries have made use of the Brodart 811 temporary "post-binding" option in lieu of commercial binding in the past when:

- a serial title is received in microform (the binding replacement policy is to not bind these materials when recieved in microform);
- commercial binding funds have been insufficient;
- incomplete titles are to be kept together until fill-ins are obtained; and
- other miscellaneous uses are identified for this method.

This type of binding has been utilized to a large extent since the early 1970's

as an in-house operation to supplant or supplement commercial "Class A" binding. It has a low unit cost (approximately $1), but is not meant to be used as a permanent binding. At Ohio State, the 811 binding system has for years used plastic rivets, but without stiff protective covers. Put simply, post-binding is damaging to materials bound with this method, which is not designed as a replacement for commercial binding materials of permanent value.

In some libraries the issue of post-binding is of the highest importance because it has been used to such a large extent. Post-binding is an important issue to librarians because of the effect post-bound volumes have upon the decorum of their collections. Post-bound volumes (especially those without accompanying stiff covers) have been found nearly impossible to maintain in proper order on library shelves. The resultant sloppiness negatively affects the general ambiance of the library (with unknown effects on user attitudes), and the post-bound materials are not in a usable format for readers.

Commercial binding: Providing a volume with a sound, sturdy, hardcover binding is often the first and most effective preservation treatment that an item will receive. It has unfortunately not been possible for fiscal and organizational reasons for the Libraries to bind commercially all soft cover materials that should be so treated.

Binding monographs: Currently, nearly all new Main Library paperbound monographs are bound before first shelving. Paperbound material already held in the collection is sent by Circulation to Collection Maintenance for a binding decision when the material returns from loan. Binding practices in the reading rooms and department libraries vary. The desirable criteria to be followed in making binding decisions seem to be the amount and type of use, condition when received, type of material, purpose of material, and its demand. Factors interfering with the criteria are inadequate binding quotas, lengthy turn-around time, and limited staff time to process materials for binding.

Binding non-periodical serials (Numbered series classed together, catalog-as-monograph series, annuals, yearbooks, etc.): The Libraries receive an estimated 7,000 unbound non-periodical pieces a year, of which approximately 2,000 go to department libraries and 5,000 go to Main Library Stacks.

All paperbound non-periodical serials are sent to all locations unbound. Serials with glossy covers and "substantial" volumes are sent to labeling before being sent to the locations; other pieces call numbers are marked on other pieces and sent directly to libraries. Catalog-as-monograph series are considered to be monographs in the processing flow and are handled as such.

Review criteria for binding differ among libraries. For example, the Classics and Latin American reading rooms do not review serials for binding decisions before shelving, but do if they are transferring pieces to Main Library stacks; Journalism reviews serials before shelving; Music does not reshelve serials until they are bound. According to the librarians surveyed, additional criteria and factors that influence decisions include cataloging treatment (series classed together vs. series classed separately, etc.), size, past treatment, insufficient resources, and

retention.

Desirable criteria to be followed in making binding decisions include continuation status, retention, and cataloging and indexing treatment. Survey respondents suggested that decisions about binding could be made by the selector at the point of order or upon receipt at the locations. Processing staff could also make some of the decisions, and all of the respondents would like to see materials routed directly from Technical Services units to Collection Maintenance for binding treatments based on pre-established decisions or general guidelines.

Binding serials: After some years of severe budget constraints, binding for most current volumes of library serial subscriptions seems to be adequate. This situation has been helped by the policy of purchasing microform replacement subscriptions in lieu of binding for some 800 serial titles. The management of binding records and binding schedules has been improved recently with an automated system in Bindery Preparation; also, an automated serial check-in system is expected to be acquired for the Libraries. Both are expected to enhance the management of to-be-bound serials in all locations, including Main.

Food and drink policies: The presence of food and beverages in libraries has direct preservation implications. The Task Force surveyed all Big Ten library systems to ascertain their policies on the consumption of food and beverages in their public and non-public areas. Among these libraries, all inform their patrons that food and drink are not allowed in the library proper, and that staff may not consume such comestibles in areas visible to the public. The institutions vary in their policies in non-public areas, with some libraries opting for strict non-consumption policies and others having no policies at all.

Similarly, policies in the OSU Libraries vary widely from department to department, depending upon the physical arrangement of the department. The general practice throughout the system is that food and drink may be present and consumed in the work areas if the work area is out of the public's view. The Task Force recognized the importance of removing food and drink as hazards to the collections, and the issue was the most sensitive, in terms of staff attitudes, discussed by the Task Force.

Treatment and replacement of damaged and brittle materials: Department librarians and bibliographers have limited options for remedial or replacement actions for damaged and brittle materials. Damaged materials (non-brittle and repairable) are routinely sent to Bindery Preparation for rebinding or recasing through the commercial binder. Since late 1984 when routine mending was cut back, there has been very little quick repair and mending. This has improved somewhat as the Collection Maintenance Division has expanded its ability to handle more treatments, but it has yet to benefit all libraries. For actions to be taken for brittle or irrepairable items, libraries generally acquire in-print hard copy monograph replacements when the item and the funds are available, using the current acquisitions budget. For serials, microform replacements are obtained when available and when funds are available for these expensive purchases. Monographs are generally not replaced in microformat, partly because bibliographic information about microform masters is not easy to find, and replacement search routines do not include monographs available in microformat. The Libraries lack a systematic approach, involving both collection development and preservation guidelines,

for informed preservation decision-making in the collections.

Theft prevention systems: The book-theft control systems in the Libraries represent a considerable ongoing expense, and are seen as a necessary operation to protect the collections. There are fourteen 3M control systems in place in the Libraries, including the Main Library's system that covers all units in the building. The Business Library employs a Checkpoint system, which the Task Force saw as an unfortunate, albeit well-established deviation from the "standard" 3M system. Geology, Home Economics, Law, Mathematics, Materials Engineering, Perkins, Physics, Social Work, Stone, Topaz, and Pharmacy are not equipped with theft detection systems.

Theft detection devices (3M's "tattletapes" or Checkpoint's "Sentrons") are inserted during various phases in the processing of a typical volume -- at the bindery, in Collection Maintenance, at Main Library Circulation, or at the library where the item will be shelved. Training for insertion of detection devices is currently done on a decentralized basis. While most "tagging" is done properly, inserted devices are often quite visible and are relatively easy to remove (i.e., improperly inserted tattletapes protrude visibly at the head or tail of the spine; Sentrons are adhered to leaves in a book or magazine). Other research library systems tattletape or tag their book collections very shortly after the materials are received in the acquisition department. Because of the number and variety of locations/security systems, this procedure has not been adopted at the OSUL.

Interlibrary Loan: The Interlibrary Loan unit has no formal written instructions regarding condition-related lending or rejection-from-loan, but staff do receive oral instructions The mail room dispatches material in padded "Jiffy" bags, unless instructed otherwise, or if the dispatcher judges the item to be too heavy or bulky to be trusted to a Jiffy bag. Material not sent in Jiffy bags is wrapped in two layers of brown paper and encased in corrugated cardboard, which is fixed with metal staples.

Post-processing marking of library materials: The amount of marking ranges from special collections where no marking is done, to libraries where nine or ten different tapes, labels, or stickers are used. Among the most common markings are stamps, which include ownership stamps and circulation stamps. Almost every reporting library uses some form of label and tape that vary in their effectiveness. Much of such post processing marking of materials was seen as destructive or defacing to the collection.

Task Force recommendations are included in Section IV of this report.

E. Task Force 5: Preservation education and awareness

The Libraries' collections are selected, acquired, processed and maintained for the use of students, faculty and other researchers. But that process of handling and usage, taken with the fragile nature of the materials themselves and the type of physical environments in which they are stored, is a central factor in the longterm survival of individual items and the collections as a

whole.

Many perceive that we live in a "throw-away" culture, one in which we routinely "use it up and trash it," often well before "it" needs to be "used up." Unfortunately, this attitude is common to many users of libraries, especially those who have not been made aware of the value or irreplaceability of research library materials. Moreover, to many, books often represent tasks to be dispatched as expeditiously as possible.

Because of these social trends and because the effects of handling and using collections are cumulative or compounding, it is important that efforts be made to inform users and employees about the fragility of the collections and appropriate methods of using and handling them. Indeed, as a first line of defense, the importance of appropriate, careful handling and usage of the collections by the University's extraordinarily large user population can hardly be overestimated. Given that over 20% of the book collections are embrittled, that already tens of thousands of volumes require repair or other treatments, and that over 11% of the collections have been mutilated or defaced in some degree, efforts to reduce preventable damage caused by thoughtlessness or improper usage must be seen as cost-effective "preventive medicine." There is no substitute for staff and patron awareness and vigilance, and there is no escape from the idea that preservation is the concern of everyone.

Task Force charge and methodology: The Task Force on Preservation Education and Awareness (Task Force 5) was charged to examine current education/awareness activities in the Libraries, to analyze them in light of preservation issues and to report its findings and recommendations to the Preservation Study Team. Using a questionnaire, Task Force members surveyed department libraries and units in Main Library to determine what current relevant activities exist and to identify perceived needs. The Task Force analyzed the survey results to identify components which it judged would have a strong impact on the development of improved awareness of preservation of the collections. Also, the Task Force viewed a number of existing audio-visual materials to determine what means are currently available for training and education. Numerous site visits were made to campus libraries and interviews conducted with library faculty and staff. The Task Force's inquiries elicited comments related to appropriate mending/repair, identification of damaged materials, shelving/reshelving, photocopying, food and beverages in the library, environmental-related issues (temperature), signage and posters, types/levels of training and instruction, protective plastic book bags for rainy days, and so on.

Task Force findings: Because the Preservation Office has been in existence for so short a time, and much of that taken up with this self-study, there exists as yet no concerted, centralized effort to communicate with library employees and users to inform them about preservation issues. The Task Force recognizes that such an effort is essential for a comprehensive preservation program for the Libraries. Since the establishment of a Preservation Office and the OSU Libraries' participation in the ARL/OMS Preservation Planning Program, awareness of the need for this has increased considerably. Yet, only a modest beginning has thus far been made, as outlined by this summary of the Task Force's findings.

The Office of Library User Education has incorporated preservation awareness information to some extent into its programs .

PRESERVATION PROGRAM PLANNING STUDY

ORGANIZATION TASK FORCE

REPORT TO THE STUDY TEAM

NOVEMBER 6, 1989

Task Force Members
Heather Lloyd, Chair
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Excerpted from "Preservation Program Planning Study,"
Oklahoma State University Libraries, November 1989.

RECOMMENDATIONS AND RATIONALE

The goals identified by the Organization Task Force focus on organizational and administrative achievements that are essential if the Preservation Program is to attain its overall goals, which are described in the "Background Paper" and are mentioned briefly in the preceding section of this report. These recommendations are intended to ameliorate the weaknesses identified by the Task Force and to reinforce the strengths which are present in our current situation. They also take into account the fact that action is needed now, even though we might not have added resources with which to accomplish it. What we propose can be applied gradually, can be modified as the Library's external and internal environments change in response to new developments, and will enhance users' access to information resources.

Given our present resources and decentralized operational philosophy, as well as the ambiguities that lie ahead during the implementation of the automated system and during deliberations and negotiations directed toward to establishing networks to preserve materials, the OSU Library should coordinate the Preservation Program through the use of existing faculty and staff from throughout the organization.

The first recommendation consists of two parts, A) the designation of a Preservation Coordinator, and B) the appointment of a Preservation Committee. The amount of time the coordinator and committee members are assigned to preservation activities will have a decided impact on the achievements of the Preservation Program.

The designation of a faculty member to spend some of his or her time coordinating preservation and the appointment of a committee to assist in this effort should enable the Library to meet the organizational goals identified by this Task Force in a minimal fashion. Changes will take place as the automated system

is implemented, as new technological developments are applied throughout the Library, and as concurrent networking agreements are formalized. While it is difficult to predict just what the changes might be, we realize that the opportunity might arise to establish an even better environment for coordination of preservation functions by centralizing several of the activities into one unit.

The second recommendation focuses on the designation of a Preservation Division, with a faculty member assigned to oversee the Preservation Program on a full-time basis. Having a library faculty member whose primary responsibility is to coordinate preservation, probably with an advisory committee, should enable the OSU Library to achieve its preservation goals more effectively. It would, however, require reassigning a present position or creating a new one, as well as reorganizing to centralize some of the widespread preservation functions.

RECOMMENDATION NO. 1

Appoint a faculty member to serve as Preservation Coordinator on a part-time basis with a Preservation Committee to help carry out various functions of coordinating activities related to preservation.

The **Preservation Coordinator** should be a member of the Dean's Advisory Group (DAG) or should report directly to a member of DAG. The member of DAG who has linear responsiblity for administering the Preservtion Program should have sufficient knowledge and understanding of preservation to communicate concerns of this program effectively during decision-making processes.

The Coordinator should hold the rank of Assistant Professor or above, should be designated by the Dean of Libraries, and should have Preservation Coordination as a part of his or her Primary Assignment for at least a certain average amount of time each week. The assignment as Coordinator should include authority, as well as responsibility, to work with faculty and staff throughout the Library to develop and coordinate the Preservation Program and to provide input as appropriate during faculty and staff evaluation processes. Documentation should be developed which includes, but is not limited to, the establishment and implementation of policies, the application of criteria, and the creation of written procedures and criteria, as well as of communication links. In addition, the Coordinator should advise department and division heads on preservation concerns that might be incorporated into the goals and objectives for their units, as well as into staff training, and should advise the Collection Development Committee on preservation factors that should be considered in the process of managing the collections.

A **Preservation Committee**, chaired by the Preservation Coordinator, should be appointed by the Dean of Libraries to carry out many of the diverse activities which are part of any Preservation Program. This working committee should help ensure that preservation needs are taken into consideration in planning and resource allocation activities, including not only those related to budget matters, but also those related to staff and physical facilities. This committee should have authority and responsibility for helping to provide oversight and coordination for preservation activities throughout the library. The Committee should recommend policies, specifications, and procedures which support preservation efforts and should evaluate those recommended by other units for the impact they might have on preservation functions. Working as a Committee or through special task forces, members should monitor environmental conditions and the physical condition of collections, as well as physical treatment of items, assist in training and instructional activity, and carry out other special projects as needed. Committee members should communicate widely regarding preservation needs and concerns, and annually it should review the Library's overall progress toward preservation goals and objectives and should recommend activities for the coming year.

Committee membership should be consist of seven persons from various departments or divisions of the Library. Appointments should be for terms of more than one year and work on this Committee should be included as part of each member's Primary Assignment since members would be expected to devote at least a minimum amount of time each week to Committee activity.

RECOMMENDATION NO. 2

Consideration should be given to establishing a **Preservation Division**, headed full-time by a librarian who has authority and responsibility as a **Preservation Officer.** We believe this might be a second step in a sequence during the next three years as the Library phases in a Preservation Program. This person could be responsible for many of the activities assigned to the Preservation Coordinator and the Committee above. The concept of Preservation Committee should be retained, however, though it might be more in an advisory capacity and serve as a communication channel. It might also be appropriate for this faculty member to administer binding and mending, as well as preparing protective enclosures and getting new material ready for the shelves. Other areas that this person might administer include maintenance of stacks and the building, shelving operations, and reformatting of the intellectual content of deteriorating items.

APPENDIX A

PRESERVATION FUNCTIONS

SUBJECT DIVISIONS

- Selecting certain kinds of material over others, eg. acid-free paper, or hardback over paperback
- Binding serials
- Shelving, eg reference books, current periodicals, CML, Arch, Maps
- Handling volumes as physical pieces, eg. taking off shelf, stacking, marking place
- Photocopying, eg. what can or cannot be, how to...
- Environmental monitoring (temperature, humidity)
- Housekeeping, eg. cleaning, dusting, bug control
- Mending in division/ sending to be mended/ withdrawing/ rebinding/ replacing/ relocating/ making protective enclosures
- Staff training -- who is trained for what, by whom, and how
- Food/drink
- Special accompanying material, eg. loose maps, microfiche, errata notes

GOVERNMENT DOCUMENTS

- Functions under:
  - Subject Divisions
  - Acquisitions/Bindery preparation
  - Cataloging/processing

AUL/ADMINISTRATIVE SERVICES

- Physical facilities coordination
- Public relations
- Photocopy policies and equipment
- Environmental control (temperature, humidity [bugs?])
- Funding sources

INTERLIBRARY LOAN

- Wrapping for lending
- Lending fragile material
- Food/drink
- Photocopying
- User education
- Housekeeping, eg. cleaning, dusting, bug control
- Mending/repair

SPECIAL COLLECTIONS

- Housekeeping, eg. cleaning, dusting, bug control
- Binding serials
- User education
- Protection measures
- Shelving material
- Handling volumes as physical pieces
- Photocopying--what can be copied, how to do it
- Staff training--who is trained for what, by whom, and how
- Food/drink
- Supplies--who decides what is ordered and how it is used, etc?

CATALOG DEPARTMENT

- Shelving books in processing
- Handling volumes as physical pieces
- Paper insertions with processing information--who decides what is used
- Old material -- mending/rebinding, etc: who decides what to mend or protect; how to mend or protect; what supplies to use
- New material -- routine processing, include accompanying loose material: what to do to piece, what supplies to use, how to do it
- New material -- protective measures: what is needed, what supplies to use, how to do it
- MARC record/preservation note

ACQUISITIONS DEPARTMENT

- Handling volumes as physical pieces
- Accepting material: physical condition factors
- Paper insertions with processing information--who decides what is used
- Ordering one format over another, eg acid free paper, or hardback over paperback, or silver halide over diazo
- Housekeeping, eg. cleaning, dusting, bug control
- Food/drink

Bindery Preparation Unit

- Contract specifications
- Determining what is to be include in a bound entity
- Handling volumes as physical pieces
- Shelving material in Bindery

ACCESS SERVICES DEPARTMENT

Housekeeping, eg. cleaning, dusting, bug control
Food/drink
Handling volumes, etc., as physical pieces

Circulation
- Shelving material in Circulation
- Book return
- Items in need of repair

Stack maintenance
- Shelving equipment, eg. shelves, bookends
- Stack maintenance, eg. shelving material, items in need of repair

Microform
- Handling microformatted pieces
- Shelving microforms
- Protective measures
- Copying microforms

Photocopy Service
- Handling volume at photocopy machine

Reserve Room
- Shelving
- Marking for reserve
- Photocopying

Door **Crew**
- Emergency measures

COLLECTION DEVELOPMENT COMMITTEE

Weeding
Selection formats
Collection analysis
Binding, eg. specifications, preparation

MOVING TOWARD AN INTEGRATED PRESERVATION PROGRAM

Program Description

The key elements which need to be present in order to move toward an integrated preservation program, even without establishing a separate preservation unit, are: support from the Library's administrators; shared assigned responsibilities, with accompanying authority; staff training; multi-lateral communication; and widespread cooperation.

By working on specific objectives over the next three to five years, the Library should be able to develop several essential components of a preservation program that can be incorporated into the organizational structure and philosophy. With cooperation and planning, we can make progress toward achieving the following, which are characteristics of an integrated preservation program:

- A Disaster Management Plan is in place, is reviewed regularly, and is backed up by a knowledgeable Disaster Action Team.

- Preservation related matters are included, as appropriate, in policy statements, procedure manuals, and other operating guidelines of the Library.

- The Library's decision-making process includes preservation among its concerns through a review of recommended changes in policies and procedures, as well as of building renovations and expansion plans, to ensure to the best of our ability that the preservation needs are met.

- Preservation is a regular component of all aspects of the Library's public relations efforts -- in-house, with the university community, and off campus. In addition, multi-lateral communication channels, both formal and informal, provide faculty, staff, and users with opportunities to share ideas and concerns about the preservation of the Library's information resources.

- Uniform guidelines are followed by faculty and staff involved with the staff training and user education programs who provide instruction to ensure that materials are handled properly and to encourage awareness of what can be done to prolong the life of our resources.

- Faculty with responsibility for collection development apply selection criteria that include consideration of longevity of the items purchased, with attention to such concerns as paperbound books and items published on acid-free paper. In addition, notes describing preservation treatment and plans are included, as appropriate, on the record for each item.

- The Library has assessed its collections to determine priorities for preservation by replacement, substitution in a different format, special protection, microfilming or deacidifying, as well as for retrieval in the event of a disaster.

- The physical condition of the collection is monitored regularly and collection development librarians have in place a program to identify materials that are in the most immediate need of attention, as well as to determine how to take care of them.

- The physical environment is monitored regularly and recommendations are made and acted upon within the limitations placed upon finances and the Physical Plant.

Excerpted from "A Preservation Program for the Oklahoma State University Library," January 1990.

- Light, dust, temperature and relative humidity are maintained at acceptable levels; the presence and consumption of food and drink are controlled; and vermin are eliminated upon detection.

- Sufficient space is provided for collections so that new acquisitions can be accomodated without extensive shifting of the collections, books do not have to be kept on the uppermost shelves, and the arrangement of stacks and seating complies with safety requirements.

- Stacks maintenance personnel monitor the condition of the material on the shelves, keeping books off the uppermost shelves, shelving on the foredge rather than the spine when upright is not possible, straightening leaning volumes, and using bookends designed to hold the volumes they support without damaging them.

- Special Collections are housed with environmental and security measures appropriate for unique, irreplaceable resources.

- The selection of supplies and procedures for processing, mending, repairing, housing and preserving items, is made to a large extent upon the degree to which they will not further damage the material.

- Requests for bid, such as those required for binding contracts and expensive items like photocopy machines, exhibit cases and shelving units, take into account factors needed to preserve the Library's resources.

- The Library is actively involved in networking, is regularly sharing its preservation knowledge and resources, and is participating in a regional program to deacidify volumes at risk and in a national program to microfilm brittle books and to otherwise preserve information contained in deteriorating material.

- Special conservation needs of individual items are identified and appropriate action is taken to restore them in-house or with outside contractors.

SECTION IV

RECOMMENDATIONS, WITH TIMEFRAMES, OBJECTIVES, AND RATIONALE

JANUARY 1990

ENABLING ACTION

Responsibility and Authority

Given the Library's present resources and operational philosophy, as well as the ambiguities that lie ahead during the implementation of the automated system, abatement of asbestos, and possible deliberations and negotiations directed toward establishing networks to preserve materials, the OSU Library will probably need to coordinate the Preservation Program through the use of existing faculty and staff from throughout the organization until a preservation unit can be established.

We believe that a Preservation Program should be started as soon as possible, even though the Library may not have the resources to employ a Preservation Librarian for several years. Several staff, however, working on a part-time basis could make a difference and enable the OSU Library to begin the development of a framework for an integrated preservation program. Consequently, we recommend that the following actions be taken now, making part-time primary assignments to preservation an aspect of the Library's operating premises until adequate funds become available for a Preservation Librarian.

1. **Preservation Coordinator.** Designate a current member of the faculty to serve part-time as Preservation Coordinator, with authority to facilitate the establishment of a preservation program. This person, who should report directly to the Dean of Libraries on preservation concerns, should have preservation activity as at least 20% of his or her primary assignment in 1990.

   The Coordinator should oversee the activity of the Disaster Prevention Team and serve as Chair of the Preservation Program Committee. Working with the latter, he or she should develop recommendations for documentation which includes, but is not limited to, the establishment and implementation of policies, the application of criteria, and the creation of written procedures, specifications and preservation criteria, as well as of communication links. In addition, the Coordinator should advise department and division heads on preservation concerns that might be incorporated into the goals and objectives for their units, as well as into staff training, and should advise the Collection Development Committee on preservation factors that should be considered in the process of managing the collections.
   To provide the initial impetus needed by any change of this magnitude, we recommend that the Head of Special Collections and University Archives be given this assignment for the first two years, 1990 and 1991. The assignment as Coordinator should include authority, as well as responsibility, to work with faculty and staff throughout the Library to develop and coordinate the Preservation Program and to provide input as appropriate during faculty and staff evaluation processes.

2. **Disaster Prevention Team.** Appoint a four-member Disaster Prevention Team, reporting to the Preservation Coordinator, to develop a working Disaster Management Plan. During the

development and implementation process, team members should have this responsibility as a portion of their primary assignment -- in 1990, about 10% for the Chair and 5% for other members. A recommended charge to this Team and one to the Disaster Action Team, which has been recommended by the Task Force on Disaster Management, are attached to this report as Appendix A, on page 41.

3. **Preservation Program Committee.** Appoint a four-member Preservation Program Committee to work with the Preservation Coordinator and help carry out the recommendations contained in this Preservation Planning Study, as well as work on other preservation concerns that may develop. Each of these individuals should have this preservation responsibility as a portion of his or her primary assignment -- in 1990, about 10% for each Committee member. The recommended charge to this Committee is described on page 45, in Appendix B.

Implementation of the above three recommendations is essential if the OSU Library is to progress toward protecting the intellectual content of the resources it houses as well as the ongoing investment that has already been made in the collections. Designating a faculty member to spend some of his or her time coordinating preservation and the appointment of a committee to assist in this effort should enable the Library to respond to many of the suggestions identified by this Study Team in at least a minimal fashion. Changes will take place as the automated system is implemented, as new technological developments are applied throughout the Library, and as concurrent networking agreements are formalized. While it is difficult to predict just what the changes might be, we realize that the opportunity might arise to establish an even better environment for coordination of preservation functions by centralizing several of the activities into one unit.

We recommend that different people be appointed to the Disaster Prevention Team and the Preservation Program Committee, with the chair of the former working closely with the latter to ensure communication. While the need to develop plans for handling a disaster is urgent, so is that to establish a preservation program and preserve the Library's resources. No one group of people working on a part-time basis, however, can give high priority to taking effective action in both directions.

Priorities

These two groups of faculty and staff could then immediately begin working on:

1. **A Disaster Management Plan.**

   The highest priority goal is to have in place a Disaster Management Plan, one which establishes preventive measures as well as steps for responding to a disaster. Recommended practice is for a Disaster Prevention Team (DPT) would work with preventing disasters, and a Disaster Action Team (DAT) with responding to them. The DAT would probably be composed of faculty and staff who know what needs to be done when the Library is struck by unexpected calamities, such as those associated with asbestos removal and building renovation. If the DPT can be appointed early in 1990, major progress toward developing and applying a Disaster Management Plan should be evident before the end of the year.

2. **Essential Elements of a Preservation Program.**

   The second goal is to set in place policies and practices that contribute to the preservation of the Library's collections. The Preservation Program Committee, chaired by the Preservation Coordinator, should study policies and procedures overall, recommend changes, and work with appropriate faculty and staff to incorporate adjustments that will help ensure the preservation of the Library's resources. By starting early in 1990 the Committee should be able to make major improvements by the end of the year in several targeted activities, such as mending damaged material and training shelvers.

As time progresses, attention can be given to other concerns which the task forces have identified as needing attention, including:

Development of training modules for staff that can be included as part of an overall training program;

Establishment of lines of responsibility and authority, as well as of formal and informal communication; and

Identification of material that is at risk and determination of how the problems posed by these damaged items might best be handled.

Following the enabling action, the Team, Coordinator, and Committee can proceed to work on objectives concommitant with the Library's planning period--a fiscal year of July through June. For this report we have included objectives for January through June 1990, as well as for July 1990 through June 1991.

The Preservation Program Planning Study Team's recommendations for the Disaster Management Team focus on starting with an overall plan, and modifying its details later, since we may be faced with a calamity at any time. The recommendations for the Preservation Program Committee's activities, on the other hand, are based on the premise of starting small, with pilot projects so to speak, especially when focusing on staff training and behavior modification. These recommendations should serve as a guide, subject to adjustment to meet the everchanging conditions in which the Library operates. The Team used the task force reports and recommendations as a basis upon which to develop these goals, objectives, and recommended activities, knowing that those reports are based on a sampling of the Library's situation. Consequently, the suggestions for 1990 through 1993 may need to be expanded to include other areas that

were not part of the sampling. In addition, since the task force reports contain some rather specific recommendations that are generalized in the following pages, those reports, portions of which are included as a supplement to this final report, should be consulted for additional details and documentation.

SECTION V

APPENDICES

APPENDIX A

Disaster Prevention Team

Composition of Team

The Disaster Prevention Team (DPT) should be composed of four persons from various departments or divisions of the Library appointed by the Dean of Libraries. Appointees should be selected from among those faculty and staff who have sufficient experience in the OSU Library to make informed decisions regarding disaster management, and should be granted sufficient authority to put their decisions into action.

During planning and implementation, e.g. for the first year, all members of the DPT should have this appointment as a portion of their primary assignment, 10% for the Team Leader and 5% for each member. After the first year, only the leader of the DPT should have this responsibility included as part of his or her primary assignment.

Membership on DPT should be reviewed every two years and modified to enhance effectiveness. Vacancies on the Team due to termination of employment should be filled immediately by the Dean.

Charge

The charge to the Disaster Prevention Team (DPT) should include:

- Review this document for appropriateness and completeness. Change and augment it as needed to better meet the current and ongoing needs of the Library as a written disaster management plan.
- Review and update, annually, the written disaster management plan to recommend prevention and preparation strategies for the Library and to guide the Disaster Action Team in the event that a disaster in the Library occurs. Results of annual reviews will be reported to the Dean of the Library.
- Maintain a list of supplies ranked according to:
  a. supplies needed on-hand for immediate response
  b. supplies needed on-hand for recovery
  c. supplies and resources which can be obtained locally as needed
  d. supplies and resources which must be arranged for at the time they are needed
- Maintain contact with resource persons, agencies and businesses outside the Library who may be called upon in the event of an emergency.
- Plan and execute investigations and surveys in behalf of the Library to identify hazards and assess preparedness for the purpose of refining and improving the Disaster Management Plan.
- Direct departments and units to create salvage priority guidelines. Unit and departmental salvage priority guidelines will be compiled into master salvage priority guidelines by DPT.

- Direct each department, division and unit to create a prioritized telephone contact list to facilitate communication in the event of a disaster.

- Coordinate internal staff education appropriate to ongoing disaster prevention and preparedness needs of the Library. Training Disaster Action Team for disaster response will be the first priority.

- Meet regularly -- on a frequent basis during planning and implementation, and at least twice a year thereafter, and more often as special needs arise.

- Recommend the appointment of ongoing and special committees and task forces from the Library staff in order to assist the Team in carrying out its responsibilities.

Disaster Action Team

Composition of Team

The Disaster Action Team (DAT) should be appointed by the Dean of Libraries upon recommendation of the Disaster Prevention Team (DPT) and the Preservation Coordinator. The composition of DAT should include:

All members, past and present, of the DPT;
A materials conservator, if one is available;
The Head of the Access Services Department;
The Head of the Cataloging Department; and
Other faculty and staff as appropriate.

Charge

The charge to the Disaster Action Team (DAT) should include the following responsibilities:

- Maintain a state of preparedness for responding to potential disasters in a timely manner, for mobilizing quickly during a disaster to minimize the affect and after a disaster for recovery, and for post-disaster assessment.

- Maintain and distribute among its members a continuously up-to-date list of DAT membership, with work and home phone numbers, which is arranged in order of priority to be called in an emergency. Whenever updated, the copies of the superseded lists should be destroyed.

- Maintain an inventory of supplies for use in-house in response to disasters. Lists of supplies will be provided by DPT.

- Each member will maintain a reasonable state of awareness of:
  a. Evacuation procedures and the written disaster management plan.
  b. Guidelines for evaluating and responding to an immanent disaster or disaster in-progress.
  c. Appropriate recovery methods and procedures. (Peter Waters' **Procedures for Salvage of Water-Damaged Library Materials** is a good reference for all DAT members to be have readily available.)

APPENDIX B

Preservation Program Committee

Composition of Committee

The Preservation Program Committee should be a working committee composed of five persons, including the Coordinator, appointed by the Dean of Libraries from various departments or divisions of the Library. Appointments, which should rotate, should be for two-year terms, and work on this Committee should be included as part of each member's primary assignment since members would be expected to devote at least a minimum amount of time each week to Committee activity. The Chair of the Committee should be the Preservation Coordinator, through whom the Committee should report to the Dean of Libraries.

Charge

The Preservation Program Committee, working with the Preservation Coordinator, should set in motion many of the diverse activities which are part of any Preservation Program. The charge to this working committee should include:

- Help ensure that preservation needs are taken into consideration in planning and resource allocation activities, including not only those related to budget matters, but also those related to staff and physical facilities.

- Help provide oversight and coordination for preservation activities throughout the Library.

  Recommend policies, specifications, and procedures which support preservation efforts and evaluate those recommended by other units for the impact they might have on preservation functions.

- Working as a Committee or through special task forces, monitor environmental conditions and the physical condition of collections, as well as physical treatment of items, assist in training and instructional activity, and carry out other special projects as needed.

- Communicate widely regarding preservation needs and concerns.

- Review the Library's overall progress toward preservation goals and objectives annually and recommend goals, objectives, and related activities for the coming year.

APPENDIX C

Preservation Librarian

Plans and coordinates the preservation programs of the OSU Library for both its general and special collections and administers the Library's Preservation Services unit, in which staff repair damaged volumes, provide protective enclosures, and carry out other preservation treatments, such as reformatting, rehousing, or deacidifying brittle items.

Other responsibilities of this position include: assess the collection and establish preservation priorities; ensure that standards for the physical preparation and care of materials are maintained; identify materials in need of treatment and determine appropriate treatment options; oversee the development of specifications for preservation functions which are carried out by outside contractors, e.g. binding; monitor environmental conditions and the condition of the collections; maintain a disaster preparedness program; develop staff training and user education programs in all areas of preservation; initiate and assist with development of grant proposals; and participate in regional and statewide preservation activities.

Reports to the Dean of Libraries or a member of the Dean's Advisory Group, and works closely with faculty and staff throughout the Library who have preservation functions as part of their responsibilities.

Qualifications: M.L.S. from an ALA accredited program. Demonstrated supervisory ability. Knowledge of preservation practices and conservation procedures and techniques as demonstrated through previous relevant experience and/or successful completion of a formal program in the preservation of research library materials. Ability to plan and implement projects. Strong oral and written communication skills. Ability to establish and maintain effective working relationships with library staff and users. Three to five years experience as a librarian, preferably in a research library, is highly desirable.